



CALGARY 2026 – Six Weeks in the Community

Summary of Bid Engagement

September 11- October 31, 2018

EXECUTIVE SUMMARY

In the six weeks since the release of the Draft Hosting Plan Concept on September 11, 2018, the Calgary 2026 Bid Corporation's (Calgary 2026) Community Engagement team participated in 200-plus events and had in-person conversations with thousands of citizens from Calgary and surrounding communities. During the engagement sessions, citizens shared their excitement, concerns and wishes with us around Calgary's opportunity to bid to host the 2026 Olympic and Paralympic Winter Games.

Interestingly, a common theme we heard was that citizens were overwhelmed by the volume of information being shared by various groups and were unsure which source to trust for accurate details on the Draft Hosting Plan Concept.

The Calgary 2026 Bid Corporation was incorporated in August 2018 and we released our Draft Hosting Plan Concept on September 11 in three public sessions: a formal media event, a stakeholder's event and a public City Council session.

Our engagement efforts were two-fold: to educate citizens about the Draft Hosting Plan Concept and informing Calgarians about the plebiscite on November 13, 2018. Our consultation prioritized face-to-face personal informational sessions and direct contact with our team of experts.

To make consultation easy and accessible for Calgarians and surrounding community members, we went into the communities where Calgarians live, work and play - going to leisure centres, community centres, malls, coffee shops and more.

We listened to citizens excitement, wishes, concerns around potentially hosting the Games and, in particular, we listened to how citizens saw themselves as potentially contributing in the spirit of the Games if the plebiscite vote was positive.

We met with approximately 10,000 citizens in-person during the event-based consultations. Additionally, we placed traditional, online and digital advertisements in the marketplace to drive awareness around the call to action: Get Informed and Vote on November 13. In total, 10 million impressions (the number of times people have been exposed to Calgary 2026 messaging via multiple channels) were made in the six-week consultation period.

Citizens at these engagement sessions were asked if they were 'supportive' of Calgary bidding to host the 2026 Games, 'needed more information before making a decision' or 'not supportive' of bidding to host.

Of importance, participants told us they needed a deeper understanding of the Games' costs.

At these engagement sessions, we broke down costs into two buckets for ease of discussion. Under the category of Game Operations, citizens were made to feel confident that incoming revenue from tickets, merchandise sales, IOC support, licensing, broadcast revenues and more would significantly offset the cost of the Games operations – approximately 91% of the Games operations (50 days of support) is recovered in this manner.

Understanding of the public funding model to host the games (infrastructure investment) required deeper conversation and explanation. This became a critical discussion point and required us to spend time describing the modernization plan for Calgary's sport venues, as well as the plan to add housing and new venues. The Draft Hosting Plan Concept details a \$3 Billion cost for hosting the Games; the costs which would be shared by all orders of government.

Interestingly, in recent years, most Olympic host cities have recovered operations costs or made a profit. (Calgary 2026 news release dated October 29, 2018: **New Study: Olympic Games Balance Their Budgets or Generate Surpluses - Calgary 2026 Plan Designed Responsibly-** <https://www.calgary2026.ca/wp-content/uploads/2018/10/News-release-Olympic-Games-costs-and-revenues-study-October-28-18-2000.pdf>)

In 1988 Calgary did not host the Paralympic Games. Hosting a modern Games, including Paralympic Games, brings new opportunities to enhance accessibility to Calgary's existing and new infrastructure, modernizing Calgary's services and supporting inclusivity. As part of these discussions, our engagement conversations covered:

- A minimum \$4.4 Billion of investment injected into the local economy, creating jobs, growth and prosperity.
- Already, 87% of the facilities required to hold the Games already exist with two new sport facilities (mid-size arena and fieldhouse) slated for development. The Draft Hosting Plan Concept includes 2,850 athlete housing units with 80% used for affordable housing after the Games. A top priority will be placed on making infrastructure accessible.
- Pride in community and showcasing Calgary's volunteer spirit. The 1988 Games left a legacy that sustained Calgary for years; Calgary has hosted before and developed an expertise as a centre of sport excellence that can be leveraged for this purpose. Arts and

culture programming, as well as youth and Indigenous people programming, will benefit the region now and into the future.

- Hosting brings an opportunity to showcase Calgary to the world, drawing positive international attention and future economic investments. Canada is seen as a welcoming 'safe haven' and this is a chance to capture the charm of the region's western hospitality and the richness of its Indigenous history.
- Olympians live and train in Calgary and surrounding region. These athletes are role models; actively engaged in the local school and community organizations. They empower youth and drive confidence in the city's future generation of leaders.

Our consultation has been active, organized under a tight timeframe and is gaining momentum, with more and more participants wanting Calgary to bid to host the 2026 Games. However, ongoing news around the federal, provincial and municipal funding schedules adds to the difficulty average Calgarians face in understanding the hosting plan's details and logistics. With each new announcement, we receive further requests for information.

The need for ongoing consultation continues with more than 40 in-person sessions planned.

BACKGROUND

On March 29, 2018, the City of Calgary announced the creation of the Calgary 2026 Bid Corporation (Calgary 2026). Funded by three orders of government (approximately \$30 Million CAD), we were charged with the responsibility of developing and promoting a responsible bid to host the 2026 Games and then, following the release of its draft hosting plan concept (September 11, 2018), encourage Calgarians to vote at the November 13, 2018 plebiscite. This plebiscite will determine whether or not Calgarians want the City of Calgary to put its name forward as a possible host city for the 2026 Games.

As soon as we were formed, Calgary 2026 began to research the requirements, costs and opportunities that would come from hosting the 2026 Games. This information was evaluated and compiled to create a hosting and operations plan that considered the participation and involvement of:

Olympic Games		Paralympic Games
91	Number of Nations	49
700	Technical Officials	100
2,800	Members of Press	550
2,883	Team Officials	900
2,933	Athletes	750
3,057	Paid & Temp Staff	2,355
8,000	Broadcasters	2,000
10,000	Contractors	10,000
18,000	Volunteers	6,500
1,350,000	Spectators (# of tickets)	300,400

This hosting plan was released on September 11, 2018, six months after the launch of Calgary 2026 <https://www.calgary2026.ca/wp-content/uploads/2018/10/BidcoHostingPlan.Condensed.Sept27.pdf>.

Since then, our team has been actively engaging with Calgarians and surrounding community members with the purpose of sharing information around the hosting plan, informing citizens of the upcoming plebiscite and listening carefully feedback to understand the variety of perspective citizens have. Our team answered questions and shared the facts and information around the details of this opportunity.

(For the purpose of this document, **consultation and engagement are used interchangeably and mean the focused attempt to drive awareness around the 2026 Olympic and Paralympic Winter Games hosting opportunity**, the impact the Games would have on the city and surrounding area and its citizens; providing factual information to Calgary and surrounding community members; encouraging a respectful conversation among citizens; and, listening carefully to the resulting opinions and feedback. When questions arise during consultation/engagement whereby the answer is not immediately available in the moment, consultation/engagement also includes the following interaction to provide the information in question to the interested party.)

While conversation around hosting logistics and funding models continues, our consultation focused on the September 11, 2018 Draft Hosting Plan Concept, which outlined community benefits as:

- Job creation, infusion of investment into local economy
- Additional affordable housing units available after the Games
- Modernized and new facilities
- Attract sport and recreational tourism to the region
- Calgary and region recognition as a winter sport centre of excellence
- A legacy fund that will provide sustainable funding for facilities and youth/Indigenous programming

As we consulted on the Draft Hosting Plan Concept, it was critical to ensure Calgarians also understood the long-term benefits and legacy of it. In particular, that Calgarians fully understood the legacy fund established to maintain and operate facilities for 30-plus years and ensure ongoing programming for Indigenous and youth populations.

Additionally, it was important that Calgarians understood the benefits of how the Games raise the profile of hosting cities worldwide by encouraging tourism, attracting investment. For Calgary, this translates into reinforcing the city's brand as a centre of sport excellence and one of the most liveable cities in the world.

COMMUNITY ENGAGEMENT

Consultation began on September 11, 2018 – the day the Draft Hosting Plan Concept was released – and continues to this day with in-person engagements and owned, earned and paid-for media impressions that are designed to inform the public about the hosting plan and ensure Calgarians are aware of the November 13th plebiscite. The purpose of this document, this report is to outline engagement and consultation activities that occurred between September 11, 2018 and October 31, 2018.

We engaged with (and continue to engage with) citizens holding true to our engagement promise to “represent the diverse voices of Calgary in a responsible bid that reflects our values and builds our future together” (<https://www.calgary2026.ca/en/>).

Aligning to this promise, engagement around the Draft Hosting Plan Concept focused on going to Calgarians and surrounding community members where they are as they live their daily lives – shopping malls, coffee shops, leisure and recreational facilities, workplace offices, and so on. Supplementing this in-person drive to engage with citizens in a way that is most convenient for them is a robust traditional, social, online and digital media presence that aims to boost awareness of the hosting opportunity, provide facts around what the opportunity means and directed interested citizens back to our website (www.calgary2026.ca) where detailed information is available.

ENGAGEMENT PHILOSOPHY

Calgarians are busy. We recognized this. This is why our team focused its consultation efforts on making it easy for Calgarians and surround community members to engage. We went into the community and met Calgarians where they live, work and play. Our consultation was accessible and complex information was presented in a way that made it as easy as possible to understand. Our consultation was inclusive. We went to all corners of the city, and held stimulating, two-way, respectful conversations with interested citizens, and listened to the various opinions that community members hold around the opportunity to host the 2026 Games.

Our philosophy of engagement was based on the following values:

1. **Convenient** – Developing a suite of informational tools that are easy-to-use and easily accessible to find online and on social media channels; and, taking the in-person consultation activities ‘to the people’ to reach community members where they are in their daily lives. In this way, consultation considers the needs of the participants foremost.
2. **Inclusive** – Developing tactics and going to venues that enable Calgary 2026 to reach and listen to community members from student groups, corporate leaders, social services, athletes, seniors and everyday Calgarians who live, work and play in Calgary and surrounding area.
3. **Respectful** –Providing accurate and current information around the hosting opportunity while not discrediting anyone’s point-of-view. Consultation is based on the understanding that every Calgarian is different and the perspectives they bring to the table need to be respected.
4. **Flexible** – Being nimble, available, timely, open to new approaches of conveying information so that participation is easy for Calgarians and surround community members, and their needs are prioritized.

CALGARY 2026 ENGAGEMENT SCHEDULE

Within a relatively short period of time, Calgary 2026 build a team, established our engagement principles and priorities, created information and awareness tools that reinforced the draft hosting plan concept and where and when to vote. This was supported with a strategic consultation process that prioritized going into the community and reaching Calgarians and surrounding community members where they live, work and play.

Since September 11, 2018, we have:

- Spoken at 200 business/community events
- Had 20,000 visits to its website
- Created and released a TV commercial that has reached 47% of prime-time TV watchers – the commercial was specifically designed to ask Calgarians how they would shape the Games for their city
- Created and released two radio ads on 18 local stations that combined had a reach of 4,845,207 of Calgarian and surrounding community members
- Distributed awareness ads at 86 of Calgary’s top restaurants
- Ran digital elevator at 67 Calgary office locations
- Ran 23 digital boards ads along some of the City’s most well-used roadways
- Launched a Facebook, Twitter, Instagram and YouTube channel that combined have had 1.7million impressions
- Produced and distributed 1,400 postcards, 5,500 brochures, 1,600 posters and over 6,000 buttons to drive awareness and drive traffic back to the Calgary 2026 team for further information
- A partner toolkit, including a presentation with speaking notes, that individuals could download and use independently as a catalyst to have their own conversations around the Games

ENGAGEMENT METHODOLOGY

Since the Draft Hosting Plan Concept was released September 11, 2018, Calgary 2026 has held 200 in-person engagement sessions and met with approximately 10,000 individuals.

TOWN HALLS	POP UPS	CORPORATION	ONLINE
<p>We held four community town halls;</p> <ul style="list-style-type: none"> ➤ Calgary (2) ➤ Banff (1) ➤ Canmore (2) 	<p>We went to where Calgarians and surrounding area are;</p> <ul style="list-style-type: none"> ➤ Coffee Shops & Leisure Centres (5) ➤ Malls & Community Centres – (6) 	<p>We spoke with Calgarians at their place of work;</p> <ul style="list-style-type: none"> ➤ Arts/Culture (13) ➤ Business (42) ➤ Tourism (8) ➤ Environment & Sustainability (3) ➤ Sport Organizations (6) ➤ On-campus (11) ➤ General (3) 	<p>We joined communities throughout social channels;</p> <ul style="list-style-type: none"> ➤ Website ➤ Facebook ➤ Twitter ➤ Instagram ➤ YouTube

ENGAGEMENT TOOLS

The biggest ace in our pocket has been the breadth and depth of knowledge from the subject matter experts supporting the team. Collectively, our team has 300 years of Olympic and Paralympic Games experience and understands the nuts and bolts of hosting, and the detail that has gone into the Draft Hosting Plan Concept. Subject matter experts on our team include members with past sport organization experience, Board and Advisory panel members and athletes, coaches and venue operators.

Backing the experts is a suite of tools designed to drive awareness and educate. These tools were diverse and accessible, so that all citizens of the Calgary and surrounding area could gain awareness and participate.

These tools had four purposes:

1. Provide **timely and accurate information** around the hosting opportunity
2. **Being relevant**, presenting information in the way that citizens want to receive it
3. **Created Feedback-loops**, inviting citizens to share their perspectives and to ask questions
4. Leverage the knowledge and **subject matter expertise** of the Calgary 2026 organization, directing interested community members to the organization for their questions

Tool	How the tool was used
Buttons/Posters/Handouts	<ul style="list-style-type: none"> • Provided to community members at request
Presentations (keynote and panel)	<ul style="list-style-type: none"> • By invite, an engagement opportunity for larger groups
Town Hall engagements	<ul style="list-style-type: none"> • Going to the community, providing a convenient opportunity for community to engage through their daily activities – coffee shops, recreational and community facilities, shopping malls and so on
Feedback Forms	<ul style="list-style-type: none"> • Post event questionnaire-enabling citizens to share their comments, concerns and inquiries.
Press Releases	<ul style="list-style-type: none"> • Provide newsworthy information to local media and uploaded onto Calgary2026.ca website
Together2026.ca	<ul style="list-style-type: none"> • Online conversation for interested community members to ask questions, share their Olympic memories, have a targeted conversation and get further information about the opportunity • Interactive surveys
Facebook	Building awareness and sharing information for the online community
Twitter	<ul style="list-style-type: none"> • Building awareness and sharing information for the online community
Instagram	<ul style="list-style-type: none"> • Building awareness and sharing information for the online community
YouTube	<ul style="list-style-type: none"> • Building awareness and sharing information for the online community
Website	<ul style="list-style-type: none"> • One-stop point of information for the online community
Video	<ul style="list-style-type: none"> • Providing introduction to Calgary 2026 executive team • Building awareness, conversation-driving and inspirational messaging

Traditional Advertising (TV, radio, print)	<ul style="list-style-type: none"> • Encouraging conversation around the hosting opportunity for Calgary • Building awareness and sharing information through local print media • Encouraging Calgarians to get informed and vote on November 13, 2018
Digital ads (traffic boards, elevator screens)	<ul style="list-style-type: none"> • Building awareness and sharing information for Calgary’s commuters • Encouraging Calgarians to get informed and vote on November 13, 2018
Resto-ads	<ul style="list-style-type: none"> • Building awareness and sharing information for Calgary’s recreational community
Partner Toolkit	<ul style="list-style-type: none"> • Online toolkit for easy download enabling interested individuals to use as a framework for having their own discussions on the Games

BREAKDOWN of ENGAGEMENT

Our engagement began on September 11, 2018, the day the Draft Hosting Plan Concept was release. Engagement continues, but for the purpose of this report includes data ending October 31, 2018.

In-Person	Social	Advertising	Website
10,000 individuals	Total 3850 followers Impressions ~1.7 Million	Total Impressions 9.1M	20,000 unique visits to date 3,000 views weekly

*see appendix 3 *Metrics from September 11 to October 25

CALGARIANS SPOKE

The following are screen shots of unsolicited social media posting between September 11, 2018 and October 31, 2018. While representative of the tone of the communications happening in the public domain, these posts only scratch the surface.


- HIGHLIGHTING PAST OLYMPIC EXPERIENCE



Matthew Fisher
@mfisheroverseas

[Follow](#) ▾

Been to 8 or 9 Olympics. Too many memories to list 'em all. Usain Bolt winning gold in London/Rio. Opening ceremony in Sydney. Games with our men's/ women's basketball field hockey teams. Lots of Olympic alpine racing. Hockey in Sochi. Katerina Witt skating at the Calgary Games



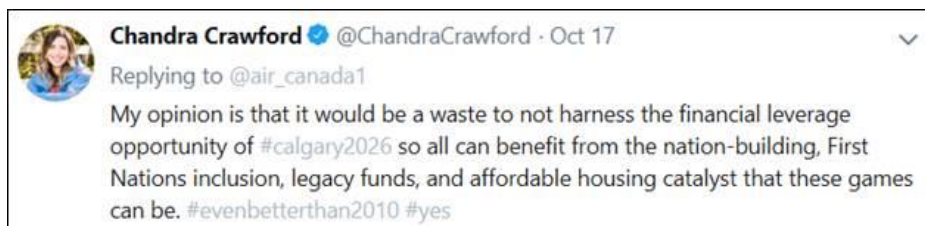
Rosemary Thompson
@RosieCDNRockies

[Follow](#) ▾

Yes I covered the games in Salt Lake City when @Canada won gold in men's and women's hockey and the #SaléPelletier scandal had the whole world talking. I was the correspondent for @CTVNews it was exciting.



- HIGHLIGHTING THE ECONOMIC BENEFIT TO CALGARY



- HIGHLIGHTING THE REPUTATION BOOST TO CALGARY

 **Leon Thomas Braun** @LeonThomasBraun · Oct 11

Replying to @marktewks

Some people have a short term **memory** when it comes to the '88 **Olympics**. I was there. It was a life changing event to be a part of. **Calgary** was forever changed after that. It became a completely different place after '88. Not only Albertans, but all Canadians need to support this.

 **Leor Rotchild** @PlanetLeor · Sep 27

Why am I supporting **Calgary's** bid to host the **Olympics**? It's about a **new vision** for **Calgary** #ZeroWaste #yescalgary2026 #yycevents #yyc #calgary #Olympics #Calgary2026 @yescalgary2026 @calgarystampede @dig_canada



1:10 1,127 views InShot

2026 **Ultimate Host 2026** @calgary · Oct 1

"The **Olympics** are a tremendous springboard for tourism and **economic** development. And when the visitors come, you get to tell your story about who you are and why we're proud of **Calgary**." Says Mr. Gordon Campbell [@CalgaryChamber](#)



- CONCERNED ABOUT COSTS

BinaryArtist @TheBinaryArtist · 5h

[@nenshi](#) please cancel the **Olympic** bid. The security plan is flawed, visitors to Whistler will not come to **Calgary**, and **cost overruns** likely. Please say NO to the **Olympic** bid. Thank you

No Calgary Olympics @noyycolympics · 5h

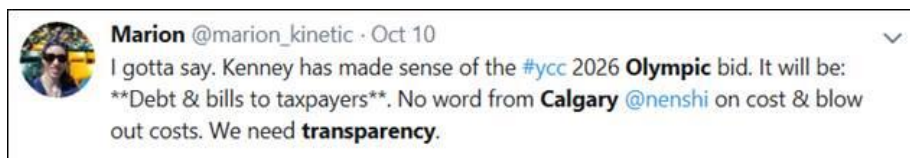
[#yyc](#) is on the hook for cost overruns and revenue shortfalls. Eliminating an already low contingency or relying on increased corporate sponsorship in Calgary's current economic climate are NOT solutions. We cannot afford [#Calgary2026](#) VOTE [#NoCalgary2026](#)

Better Spent 2026 @BetterSpent2026 · Oct 9

The costs of Olympic Games are unpredictable, and initial estimates always wildly underestimate how much they are going to cost. We bet many citizens of Tokyo would rather that money be spent improving their lives — not hosting a three-week mega-event. [#yyccc](#) [#NoCalgary2026](#)

CBC News Alerts @CBCAlerts
 Cost of Tokyo Olympics soars. Original expense of hosting 2020 Summer Games estimated at \$7.3B US, jumped to \$12B last December. Now forecast to hit \$25B. cbc.ca/1.4855206

- CONCERNED ABOUT TRANSPARANCY



CALGARY 2026 LISTENED

As Calgary 2026 reached into the community to present information about the draft hosting plan, the team listened carefully to the questions being asked, leveraging the experts in Olympic bids, athletes, former Vancouver Olympic Games' employees, and so on. Calgary 2026 provided accurate and timely information to Calgarians and surrounding community members was, and remains, a priority. Critical to being able to deliver on this priority is the ability to listen carefully and actively, and truly understand the nature of what was being asked.

The most common questions or request for further information we heard included:

What we Heard:

Why should Calgary host in 2026?

How we Responded:

- \$4.4 Billion injected into the local economy
- Job creation: \$1B of wage earnings for Calgary and Alberta benefiting multiple sectors
- 2,850 athlete housing units will be built, 80% used for affordable housing after the Games
- Renewal of 11 much needed / outdated sport facilities (now +30 years old);
- The addition of 2 new community amenities (community arena and a multi-purpose fieldhouses)
- a legacy fund of \$180 Million – providing sustainable funding for facilities and programs that will keep our city healthy, including our youth, Indigenous youth, and world-class athletes who choose to make a career in sport
- \$1 Billion in contingency funding included in the 2026 budget/plan
- Brand reputation as a winter sport city and a centre of sporting excellence – since 1988, the Calgary region has hosted over 150 World Cup events
- Opportunity to attract high-performance athletes to train at Calgary and region’s training facilities

	<ul style="list-style-type: none"> • A chance to showcase the richness of the region’s Indigenous history to the world • Raising the profile of Calgary and region globally and reinforcing Calgary as a centre of sporting excellence and one of the most desirable cities in the world in which to live
Is Calgary a contender in the eyes of the IOC?	<ul style="list-style-type: none"> • On October 9, 2018, the International Olympic Committee named Calgary as one of three candidate cities to host the 2026 Winter Olympic and Paralympic Games. • Calgary joins Stockholm, Sweden and Milan-Cortina, Italy as the remaining candidate cities for the event
What do the Games cost?	<ul style="list-style-type: none"> • According to the draft hosting plan concept released on September 11, 2018, it will cost \$3 Billion to host the Games. <ul style="list-style-type: none"> - \$1.6 Billion in urban development - \$910 Million in essential services and security - \$120 Million in unrestricted Games contingency - \$180 Million in legacy funding - \$220 Million in Paralympic contributions
Who is paying what of the \$3 Billion public money required for the cost of hosting?	<ul style="list-style-type: none"> • The federal and municipal governments are still in negotiations • On October 13, 2018, the Province of Alberta said it will pay \$700 Million.
What is the International Olympic Committee’s (IOC) financial contribution?	<ul style="list-style-type: none"> • The International Olympic Committee has agreed to \$1.2 Billion CAD. This support is offered for the 50 days of Games’ operations

Can we afford this?	<ul style="list-style-type: none"> • Can we not afford to do this? The Games are expected to infuse \$4.4 Billion in to the local economy. This investment is only available if Calgary hosts a major sporting event. • Past host cities have made money off the Games' operations, and if Calgary host smartly, it is possible to make money off the Games
What does it mean if there is not enough funding from governments?	<ul style="list-style-type: none"> • The draft hosting plan concept is draft for a reason – so that it can be nimble and adjust if funding levels are not what are projected.
Will there be cost overruns?	<ul style="list-style-type: none"> • The draft hosting plan concept builds in \$1 Billion in contingency funding within the \$3 Billion public investment budget
What facilities can be re-used?	<ul style="list-style-type: none"> • In total, 11 facilities can be upgraded to accommodate an Olympic competition <ul style="list-style-type: none"> - McMahon Stadium - Olympic Oval - BMO Centre and the Big 4 Centre - Scotiabank Saddledome - WinSport Sliding Track - WinSport Ski Hill - Nakiska - Canmore Nordic Centre - Whistler Olympic Park - Curling
Why doesn't the draft hosting plan concept include a c-train line to the airport?	<ul style="list-style-type: none"> • A permanent transportation route to the airport is not viewed as critical infrastructure required to host the Games
What facilities will be built?	<ul style="list-style-type: none"> • Two new facilities will be built: <ul style="list-style-type: none"> - Multi-sport complex/ fieldhouse – 400m track, court and other sports

	<ul style="list-style-type: none"> - Community arena, midsize, about 5,000 seats
<p>What is the Legacy Fund?</p>	<ul style="list-style-type: none"> • \$180 Million in dedicated funding for operating and maintenance of facilities and youth/Indigenous programming, which is in place to ensure the Games are sustainable. This funding will protect the health of Calgary’s infrastructure and provide opportunities for children, youth and families who recreate locally. The legacy fund also supports high-level athletes who use Calgary and area facilities to train
<p>How many jobs will this opportunity bring?</p>	<ul style="list-style-type: none"> • \$1B wage earnings for Calgary and Area benefiting multiple sectors
<p>If Calgary doesn’t put its name forward to host, what is the alternative?</p>	<ul style="list-style-type: none"> • If Calgary does not bid to host the Games, or if the Games are not awarded to Calgary, Calgary foregoes investment in the city infrastructure that is only available through hosting a major Games event • Calgary foregoes the job creation opportunity that investment provides • Calgary’s legacy as a centre of sporting excellence will not be rejuvenated with the upgrades to existing sport infrastructure that is required to maintain this reputation and continue to attract athletes and coaches to train at the city and region’s facilities

CONCLUSION

Calgary 2026, in a short time, delivered on its mandate – informing Calgarians and surrounding community members on the Draft Hosting Plan Concept and where and when to vote when Calgary hosts its plebiscite. We have told Calgarians it is up to them – *CALGARY, IT'S YOUR DECISION* – whether or not the city should bid to host the 2026 Olympic and Paralympic Games.

This decision will be decided on November 13, 2018 at the city plebiscite.

We articulated the short- and long-term benefits, challenges and impacts hosting the 2026 Olympic and Paralympic Winter Games will have on the City of Calgary and surrounding area. The hosting plan, which was released on September 11, 2018, is complex and layered. Building awareness and educating on the plan requires a level of understanding that takes time to digest.

In recognition of these complexities, our engagement strategy reached into the community where people work, live and play. We developed tools that were accessible and easy to use. This high-touch, in-person engagement strategy was able to reach approximately 10,000 individuals and nearly 10 million impressions with highly engaged citizens within a six-week consultation timeframe, responding positively to the tools and attending in solid numbers to events. Momentum was building, given more time the signs indicate interest would continue to grow.

Despite the tight timelines, many Calgarians, including influencers, small and large businesses, the social services, the arts & culture community, Indigenous leaders and citizen volunteers came forward offering to help build awareness and educate around the opportunity in support of bidding for the 2026 Games.

Consultation will continue up until November 13, 2018 – the day of the plebiscite – with more than individual consultation sessions planned.

APPENDIX 1 – NEWS CLIPPINGS

Over the course of October 19 – 29, 2018, the following opinions, columns and articles have run – unsolicited – in the Calgary Herald (sample only) and represent the tone and conversation currently ongoing within the community.

Olympic bid hanging on by its fingernails

*Don Braid, Calgary Herald journalist
Calgary Herald: October 29, 2018*

Mayor Naheed Nenshi set a deadline for an Olympic funding deal endorsed by the city, Ottawa and the provincial government — Monday.

Otherwise, the mayor will move to have council cancel the deal, he said in a letter to Prime Minister Justin Trudeau. That hyper-dramatic message was never intended to become public. But it certainly focused minds.

On Saturday and Sunday there was an extra push to reach an agreement, propelled partly by Nenshi's self-imposed deadline but also by the reality of the Nov. 13 plebiscite. For that vote to be credible, a deal has to be available to the public for at least a week before the vote. In fact, it should have been out there long ago.

So the talks go on among senior officials of all three governments, as well as Calgary's bid corporation, Calgary 2026.

After meetings and exchanges on Saturday, they went at it again Sunday, with some hope of a breakthrough.

That was quashed late in the evening, at least for the moment.

"The three parties spoke today but it seems there is still a substantial funding gap that hasn't been made up," said Cheryl Oates, Premier Rachel Notley's spokeswoman.

"I would not characterize this as an imminent deal at this point."

That declaration deflated a lot of hopes. The likelihood is for several more days of tension, with the outcome far from guaranteed.

Scott Hutcheson, chair of Calgary 2026, says "we're still working with all our partners and I remain very optimistic."

I'd be surprised if the Notley government moved up from its \$700 million spending offer. The provincials constantly say "won't do it" or "can't do it" or "don't have the money." Finance Minister Joe Ceci also talked rather fiercely on Saturday about "bad faith" on Ottawa's part.

While Ceci and Notley won't budge, it seems just as unlikely that the feds will reverse their decision to make that \$1.75 billion offer contingent on equal spending from the province and city.

Notley said Sunday "the people of Calgary need a chance to vote on it in terms of a plebiscite.

"Secondly, in engaging that vote, they have to have transparency, so they know what it is they're voting on."

Without an agreement that has the support of all three governments, there's nothing to vote on, so there won't even be a plebiscite.

And we are getting close to the point where the whole thing could just collapse in acrimony and frustration.

A funding deal would have to include creative workarounds to get past the two main governments' refusal to come off their funding positions.

There are ways to do this. They include tapping program funding, sharply cutting the cost of the Games, and even including complex calculations of Green Line funding.

The players do seem to realize that everyone involved will look bad if this is simply shot down like a sick duck by a city council vote.

RELATED

- Braid: Nenshi ready to cancel Olympic bid over funding furor
- Braid: Federal cabinet votes more money than expected for 2026 Games
- Braid: Killing 2026 Games bid would say no to \$1.2 billion

A lot of work has gone into this over more than two years. After all that, Calgarians surely have the right to cast their ballot in the plebiscite that was demanded — and funded — by the province.

Failing to even hold the vote would send a defeatist message about Calgary far beyond the city. It's hard to believe the mayor would want it to end that way. I doubt that most Calgarians would, either.

The federal cabinet has authorized Federal cabinet votes more money than expected for 2026 Games

*Don Braid, Calgary Herald journalist
Calgary Herald, October 26, 2018*

Olympic spending of up to \$1.75 billion for Calgary's 2026 Olympics, if the city bids for the Games and wins.

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“We will be in a position to speak about that next week.”

Killing 2026 Games bid would say no to \$1.2 Billion

*Don Braid, Calgary Herald journalist
Calgary Herald, October 24, 2018*

It's hard to shake the image of the old, venal International Olympic Committee that flooded host cities with dignitaries who had to be poured out of their limousines.

But the Olympic movement is in trouble today. The new IOC, in belated response, is both more reputable and more reasonable.

The biggest contributor to a Calgary 2026 Games plan so far is not the province, with \$700 million, or the city, said to be under \$500 million. It's the IOC, which pledges US\$925 million, or C\$1.2 billion. That's roughly the amount the old IOC would hope to take from a community, not put in it.

The gracious officials who visited this week say they can't go above US\$925 million. That's understandable. Offering Calgary more would confer the same benefit on Stockholm and Cortina d'Ampezzo, Italy, the other approved candidate cities.

But why on earth would Calgarians expect more than \$1.2 billion from the IOC?

That's money *on top of* the stated \$3 billion in public funds needed for the Games.

The IOC contribution is a bonanza, a gusher that will be spent mostly in Calgary. It's a no-tax lottery win.

This money actually allows the NDP government — which is not keen on the Games at all — to be frugal.

The federal contribution, yet to be announced, will likely be around \$1.2 billion, about the same as the IOC.

The stated public expense of \$3 billion must be pared down, because the three-government total could be only \$2.5 billion.

It can be done. Calgary's bid corporation, Calgary 2026, included almost \$1 billion for "contingency" in the \$3 billion estimate.

Now, it has to absolutely ensure that it won't be spent.

here are many opportunities to cut costs. It's also likely that Ottawa will find other routes to help through program spending on facilities, programs and infrastructure.

More than \$100 million could vanish from the Olympic budget if Calgary Sports and Entertainment strikes a deal for a new rink and event centre.

That would obviate the need for a second, smaller rink for Olympic hockey.

The omens for a Flames deal are very good. The owners have a positive attitude toward new approaches from city hall.

I admit to a fantasy of Sean Monahan scoring the gold-medal goal in an arena to rival Edmonton's marvellous Rogers Place.

On the funding basis alone, this picture will look good to people who accept that governments should sometimes spend money on big events that generate even more value in facilities, economic growth, international reputation and civic enthusiasm.

It looks even better when you can do it with the help of \$1.2 billion from a sports outfit headquartered in Lausanne, Switzerland.

But there is a hitch.

On Nov. 13, the polls open for a yes-no citywide plebiscite. It won't match a pot rollout for crowds, but interest is high, and the citizens are increasingly divided.

This is not a soft deadline. Provincial officials reconfirmed that Wednesday. No means no.

The province will wave goodbye if support for the Games bid is one vote below 50 per cent.

The \$700 million will be off the table, with no hope of return. And the IOC money vanishes with it.

Demanding this referendum allowed the province to duck responsibility for a big cash give to one city in hard times — not a wildly popular idea in Edmonton, for instance.

Provincial support, if we can even use the word, is highly conditional. There will be no grief in Edmonton if the Olympic dream dies on Nov. 13.

Compare this to the iconic 2010 Games in Vancouver, where the biggest booster of all was the provincial government under Liberal Premier Gordon Campbell.

Those wildly successful Games ended up belonging to all of Canada. So would Calgary's.

Without provincial enthusiasm, as critics trumpet disaster, maybe we should reframe the plebiscite question:

Does Calgary really want to give \$1.2 billion back to the International Olympic Committee?

It's time for leaders to step up for Olympic bid

John Simpson, chairman and CEO of CANA Group of Companies and equestrian Olympian, 1976 Montreal

Calgary Herald, October 20, 2018

I support the Calgary 2026 Olympic bid. I also believe it is time for Calgarians to step up and look at the situation at hand as I am afraid the current political maze and lack of solutions will not win the day for us to get the Games.

The CEO of Calgary 2026 is busy presenting her thoughts to the public, but, in my opinion, we need leadership from everyone on the board of the bid corporation. In the buildup to 1988, Frank King was everywhere. He was a true leader. Frank did not know where the backroom was, nor did he care. Leadership is about getting results. Frank King and his team led us through the maze more than 30 years ago to a very big win for Calgary.

During the bid for 1988, the mayor of the city was not involved. The 1988 leadership team did not need any political interference. They simply focused on winning and look what it got us. The best Winter Olympics ever with money in the bank to fund operations for more than 30 years.

What did Calgary and area get when we hosted the 1988 Olympics? Let's begin with the Winsport Endowment Fund that remains above \$100 million. For facilities — all of the Canada Olympic Park campus now known as WinSport, the Saddledome, Olympic Plaza, the Olympic Oval, Nakiska and the hotels in Kananaskis, the Jack Simpson Gymnasium, the Canmore Nordic Centre and the North West LRT to the University of Calgary.

The following are my questions: Why are they not promoting these answers to the public on a regular basis so that we can all get on board the Olympic train?

Why are we content to wait to find out how the three levels of government are intending to fund Calgary 2026?

Why is there anything secret going on at city hall that we cannot see, related to this or any event? I, for one, believe that in camera meetings should be abolished at city hall.

What about the International Olympic Committee, what are they prepared to put at risk for the 2026 Games?

What about the leaders negotiating with the IOC to hold the Winter Olympics in Calgary every 16 years because Calgary should be one of the four centres in the world where the Winter Olympics are held?

What will Calgarians get for this current effort?

To date, we get a field house and a hockey duplex with 6,000 seats and some low-income housing units in Calgary and Canmore. Compare this to the 1988 list, I understand that we already have

many of the facilities and this gives us a leg up in costs, but what about vision like we had in the early 1980s?

Given some long-term vision, what could good planning deliver if we hosted both 2026 and 2042 and beyond?

What about an LRT line to the airport?

What about an east-west connector freeway across our downtown? Perhaps without bicycle lanes.

What about CalgaryNext?

What about a planned solution to low-income housing in multiple locations throughout Alberta?

What do we need to do to make Calgary 2026 the best ever Winter Olympics?

- Include the IOC as a partner in the profits and/or the losses;
- A planned non-political approach to new facilities to replace the aging 1988 Olympic facilities;
- A vision of what Calgary might need 50 years away and how hosting the Winter Olympics every 16 years can assist with such a plan.

I believe we can knock the lights out on this opportunity and make Calgary a better place long term if we get the right people doing the right things — once. I suggest a public weekly progress report could assist in winning the bid.

The federal cabinet has authorized Federal cabinet votes more money than expected for 2026 Games

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The gold medal for Olympic fibbing goes to the No side

*Licia Corbella, Postmedia columnist
Calgary Herald, October 24, 2018*

If spouting falsehoods were an Olympic sport, the No side would win gold.

Scarcely a day goes by without some group or individual making up a bunch of fake facts about Calgary's potential bid to host the 2026 Winter Olympics in an apparent effort to scare Calgarians away from supporting the bid.

The most recent negative nelly embracing inaccuracies is the normally reliable and reasonable Canadian Taxpayers Federation.

In an admittedly clever attention-grabbing stunt, the Alberta office of the CTF announced Monday that they support the 2026 Winter Olympic bid of — wait for it — Stockholm! They went so far as to hold their news conference in front of Swedish furniture giant Ikea, holding a plate of Swedish meatballs while draped in the sky blue and gold cross of Sweden's national flag.

I don't have any issue with people resorting to cheesy stunts and pranks to get attention. More importantly, everyone is entitled to their opinion. They are not, however, entitled to their own facts. Alberta director of the CTF, Franco Terrazzano, should have held his news conference in front of Burger King considering all of the Whoppers he seemed to pull out of thin air.

Whopper No. 1: "Why should a single mother in Toronto pay more taxes for a sporting event in Calgary?" he asked.

In reality, the single mom in T.O. will pay the same amount of taxes whether or not Calgary hosts the 2026 Olympics. Sport Canada has a pool of money it will award to whatever jurisdiction hosts a large sporting event — something it does every 10 years or so. The CTF knows this and knows its objection is false.

Whopper No. 2: "There's no money for this. Federal debt is increasing by over \$2 million every hour." It may be true that the national debt is growing at that unsustainable rate but, as already pointed out, this money will be spent somewhere else if not in Calgary. Not hosting the Olympics will not save federal taxpayers any money. Ottawa will pick up 50 per cent of the public tab on the cost of capital expenditure on the Games for infrastructure that will stay in Calgary, including upgrading eight legacy venues that are now more than 30 years old, including the Olympic Oval, McMahon Stadium (which is an embarrassment), our bobsled and luge runs, etc. That money will never go back into general revenues to lower the debt.

As Mary Moran, CEO of Calgary 2026 points out, this city has hosted 175 World Cup events since the 1988 Olympics, which brings money into the region from around the world and leads to local youth becoming inspired and getting more physically active and healthier.

Whopper No. 3: During a CTV documentary called Yes or No: Should Calgary Host the Olympics? a Calgary economist said the iconic Water Cube in Beijing, which was built for that city's 2008 Summer Olympics, is hardly used anymore.

Wrong. According to John Furlong, who was president and CEO of the 2010 Vancouver Olympic Organizing Committee, “that swimming venue alone generated more than 200 million Chinese yuan (nearly US\$29 million) last year alone.”

“It is widely used for sport, business, entertainment and more — and breaks even or better — and it’s now being expanded,” said Furlong, who was reached Tuesday at his home in Victoria, B.C.

“It will also be transformed and used for the Winter Olympics curling events in 2022 — they’re going to build the curling rinks above the swimming pools and they plan to rename it the Ice Cube,” he added. “I was there recently and witnessed all of this for myself. The venue is a spectacular success story.”

Whopper No. 4: Yet another economist in the CTV documentary pulled random numbers out of his hat. “I think we had maybe 24 Olympic athletes in (Pyeongchang, South) Korea,” he said on camera. It took me exactly 0.79 seconds to find out via Google that Canada had 225 athletes in South Korea and won 29 medals, ranking Canada third in the medal standings behind Norway and Germany, and ahead of the United States. Do any of these people do any homework before they spout off and pretend they’re experts?

Whopper No. 5: The CTF has claimed that the 2026 Winter Olympics will cost each Calgary household more than \$2,000. Calgary is likely to spend \$700 million and get an investment of \$4.4 billion coming into the city from mostly private money (IOC, sponsors and ticket sales). Divide \$700 million by Calgary’s 513,878 households and that comes out to \$1,362. But this number doesn’t take into account that Calgary households only pay 40 per cent of the property taxes. Forty per cent of \$700 million is \$280 million. Divide by 513,878 households and that comes to \$544.87. That amount will be spread out over eight years — or, \$68 per year. That’s an investment I’m more than willing to make to bring \$4.4 billion into Calgary’s community and get a bunch of stuff fixed and built that needs to be done anyway.

When you consider that Calgary city council wants to build Calgary’s first field house for \$300 million (Edmonton has three), then, really, the cost to Calgary will be \$400 million.

A government of British Columbia report on the economic benefits of Vancouver’s 2010 Olympics found that from 2003 to the end of 2010, the Games generated at least \$2.3 billion in real gross domestic product to B.C. alone. About 70 per cent of Games-related procurement contracts by value went to B.C.-based companies (valued at \$1.1 billion).

The report found that nearly 650,000 people came to B.C. in February 2010, with 407,000 coming from outside of Canada. Since the Olympics, Vancouver has boomed and has attracted numerous jobs to the region owing to the billions of dollars of earned media.

Here’s hoping come the Nov. 13 plebiscite on whether to host the Olympics, Calgarians vote based on facts and not misinformation from those who think the only thing that governments should ever spend a dime on is roads, police and garbage pickup.

The numbers and the human stories say Yes to Calgary 2026 Olympic bid

*Licia Corbella, Postmedia columnist
Calgary Herald, October 24, 2018*

First the numbers, then the humanity.

More than \$4.4 billion. That's how much money will be injected into Calgary should this city host the 2026 Winter Olympics and Paralympic Games.

Zero is how much of that \$4.4 billion will be spent in Calgary if we don't host the Games.

Fully \$1.2 billion of that money will come from the International Olympic Committee. It's possible, if ticket sales, merchandising and television contracts are higher than expected, that Calgary will receive even more from the IOC.

These were some of the key messages imparted Wednesday at Canada Olympic Park, as lugers whizzed by while IOC and Calgary 2026 officials addressed media. IOC official Christophe Dubi said the IOC has committed US\$925 million, which equates to C\$1.2 billion, to whichever city wins the Olympic bid.

"What is clear from the past is that every time we have upsides of our commercial contracts we want to make sure that the organizing committees can benefit," Dubi added.

"The IOC is a not-for-profit organization. We don't keep the money. We generate money and redistribute it immediately to the Games organizers, to the international sport federations, to the national Olympic committees and, eventually, it's \$3.25 million a day that goes back into sport for the benefit of the athletes. So what we can commit at this stage is what we have. Anything that we can generate in the future that would be over and above, the organizing committee would benefit as well. The latest one is a good example. It's Pyeongchang," he said of the South Korean city that hosted the 2018 Winter Olympics.

"As a result, you've probably seen they have generated a financial profit of US\$52 million."

Calgary 2026 CEO Mary Moran said: "We're still talking about at a minimum \$4.4 billion coming into this community, and that's without understanding what the city is committing."

That's a lot of money to walk away from, particularly since Calgary already has 87 per cent of the venues already built and simply need some refreshing. It means a field house that the City of Calgary has had on its books for many years now (and that Edmonton has three of) finally gets built.

Then there's the spinoffs.

"It means real growth at a time when our economy is struggling," said Moran, who stepped away from her job as the head of Calgary Economic Development to take on the Olympic bid.

“This means real jobs. This would generate more than \$1 billion of wages for Calgarians. That’s money in the pockets of those who really need it today. That’s money for those people to spend in restaurants and in bars and in coffee shops, and money for local businesses and their workers.”

But Canada’s first-ever Olympic medallist in luge didn’t mention money once. [Alex Gough](#) wasn’t even one year old when the 1988 Olympics were underway. But the vision of those Calgary Olympic pioneers is something she says she is eternally grateful for.

“I speak from the perspective of the quintessential legacy baby,” said Gough, who took time away from her civil engineering studies at the University of Calgary and her corporate job downtown to stand on the windswept platform next to the sliding track’s finish line.

“My family was able to take advantage of so many of the opportunities that were available as a result of that Olympics,” added Gough, who made history at Pyeongchang 2018, winning bronze in the women’s singles event for Canada’s first Olympic luge medal.

“Not only getting involved in the luge but I learned to skate at the Olympic Oval, I came and skied at WinSport with my elementary school and I learned to snowboard here. It’s those opportunities for recreation within the communities that has enhanced so many tens and hundreds of thousands of lives that is so valuable,” she said. “It’s not just about Olympians.

“I’d love to see that spirit and those opportunities revitalized again for this coming generation and future generations. I’m going to be here and have a family here, and I want to be able to offer those opportunities to my children,” the 31-year-old said. “What’s that worth?” she asked rhetorically. “It’s priceless, isn’t it?”

Yup.

The question now is, will a majority of Calgary voters think so come Nov. 13 when they get to vote on whether to bid for this opportunity.

The number coming out of that plebiscite will help determine just how much more human our city becomes going forward.

Olympic hopes becoming a five-ring circus

*Chris Nelson, Calgary Herald journalist
Calgary Herald, October 22, 2018*

Perhaps the International Olympic Committee can persuade Qatar to host the 2026 Winter Games: no one else seems to want them.

Hey, that desert hothouse managed to get FIFA, the global soccer body, to award it the 2022 World Cup, so if footballers can play the game in 40 C heat then surely skiers can find some snow somewhere.

Nope, all in all, it has not been a good week for anyone pushing to host these Games. Of the three little piggies officially left in the running, Stockholm's new government declared not a kroner of taxpayers' money would be spent while the cash-strapped Italian federal government is questioning the potential bid of a three-city consortium because the trio can't agree on anything. (You'd think they were trying to build a pipeline.)

This bad news for the IOC follows previous dropped outs and pushed outs from cities in Japan, Switzerland, Turkey and Austria. All of which leaves them with Calgary. Yes, we appear to be not only in the driver's seat but essentially the only legitimate competitor still standing.

But standing might be overstating things because it wasn't exactly a banner week for Olympic backers here in our city either. Yes, despite the endless full court press by civic politicians, various interest groups, big business and Olympians, this potential Calgary bid is now on its knees.

The biggest blow came with news the province would not kick in a cool billion as part of the proposed \$3 billion in funding from the three levels of government, if indeed Calgarians vote Yes in next month's plebiscite. Instead, we'd get \$700 million. Meanwhile, the feds won't say what they'll contribute, though usually they match other governments' contributions dollar for dollar.

The vague upshot is city ratepayers would need to pony up about \$800 million if you believe the announced overall cost of \$5.23 billion. But the mayor says we won't spend more than the province so that likely means chopping \$200 million from this initial budget, leaving the apparent funding scoreline: the City: \$700 million; Alberta: \$700 million; and Ottawa: \$1.4 billion. But hold on: next week we are promised a good news update. Will anyone sleep this weekend with such excitement building?

OK, to paraphrase: every other city is pulling out, Calgary's bill will likely jump to about \$700 million as part of a budget no one believes anyhow and we still have no idea if hockey will end up in Edmonton, the downhill in Whistler and curling on the frozen-over Bow River. Oh, and we will build a field house.

Not surprisingly, many people are reacting angrily in comments on the city's online engagement portal.

Apparently, these cruel folk have “hijacked” the website by posting nasty messages about the bid while those expressing positive comments get drowned in a flurry of down votes.

Jason Ribeiro, an organizer with the pro-Olympics group Yes Calgary 2026, is disappointed to see the process being derailed by Games’ opponents on social media.

“What I’ve seen is an engagement process that is flawed as it seems to only appeal to the No side.”

“The No side has focused very much on social media. I don’t even know if all these people are in Calgary — there’s literally nothing to stop people from all over the world from commenting on this,” he said.

Hey, maybe the folks in Stockholm and across Italy, fresh from putting a fork in their own cities’ bids, collectively decided to do Calgary a favour as well. Or maybe the few Yes comments come from the IOC headquarters in Geneva.

Or perhaps the real reason those against this bid are using social media is they do not have the governmental resources available to the Yes side.

Is it any wonder ordinary people get annoyed at this attitude? You open an engagement site but when Calgarians actually do “engage” their input is dismissed as the ravings of cowardly keyboard warriors. Just design the darn thing with only “thumbs-up” buttons then.

This Olympic bid stitch-up is coming apart at the seams.

What would Guy Weadick and Frank King do?

George Brookman is president of West Canadian Digital Imaging, past president of the Calgary Stampede and a long-time philanthropist.

Calgary Herald, October 20, 2018

A small prairie town in 1912 with big ideas and even bigger dreams — that was all that Guy Weadick found when he proposed the “Stampede” to a group of local businessmen.

“The Big Four” grabbed that idea, promised to invest \$100,000 in this ridiculous scheme and the die was cast. Weadick asked the store owners to dress western, to decorate their stores and to make it a big party. He invited the First Nations to be in the parade; he called on the best rodeo cowboys everywhere and he invited the country to come to the fair.

The rest is history and the Calgary Stampede has brought millions of people and hundreds of millions of dollars into our community over its 106-year history. It was created by people who believed in the future and we have been the beneficiaries of their legacy ever since.

Then in 1982, with the economy in shambles, the National Energy Policy devastating the energy industry and hundreds of people out of work, along came Frank King and another group of visionaries. They included Mayor Ralph Klein and Premier Peter Lougheed. They faced debt, rising taxes, a hostile federal government and a very negative media. But they persevered.

They called on Bill Pratt to build a new hockey arena and when it went over-budget, the public screamed, but today they are screaming because it is time for a new one. They fought a doubting media and an economic malaise, but slowly the community began to turn. Slowly the Olympic fever caught hold and suddenly everyone was on top of the world.

In 1988, Calgary staged the most successful Olympics ever held. It came in on time and on budget and there was lots of money left over. On top of that, we had legacy infrastructure like Canada Olympic Park (now WinSport), the Saddledome, the Olympic Skating Oval, Nakiska and the Canmore Nordic Centre. Hundreds of thousands of Calgarians, Canadians and tourists have used those facilities regularly for over 30 years.

Today it is time to do it again. Today it is time once again to reach down and find the courage to invest in our great city. It is time for us to find the people that Calgary has always been blessed to have as its leaders. We cannot be held back by hand-wringing nay-sayers who can find the No in every possible opportunity. We are looking for the visionaries, the men and women who believe in the future of Calgary, of Alberta and of Canada.

This is our Calgary, yours and mine. It is the city of “handshake honesty,” the open latch string, the smile for every stranger and the greatest volunteer city in the world. Every house, every bridge, every street was carved out of the mud and the prairie grass by people who believed that they could do anything they set their minds to. We inherited their spirit and we must never let it go.

We still can do anything we set our minds to. We still have the pioneer spirit, the “can do” attitude that has served us for over a hundred years. Today, we have another opportunity for greatness, another chance at an Olympic dream for Calgary and for Canada. It is Canada’s turn to host the Games and it is Calgary’s opportunity to say once again, “We believe in the future and nothing can hold us back.”

On Nov. 13, be proud, be excited, have a vision for the future and vote Yes for the 2026 Winter Olympic Games. When one of your children or grandchildren stands on that podium, you can say, “I stood up for Calgary and I stood up for Canada.”

Four inconvenient truths in Olympic rhetoric

David J. Finch is a professor and associate director at the Mount Royal University Institute for Innovation and Entrepreneurship.

Norm O'Reilly is the assistant dean of executive programs, director of the International Institute for Sport Business and Leadership and professor at the University of Guelph. He is also a Fellow at the Mount Royal University Institute for Innovation and Entrepreneurship.

Calgary Herald, October 20, 2018

As Calgary prepares for the 2026 Olympic and Paralympic vote on Nov. 13, we are increasingly concerned by the misleading rhetoric being used by both the Yes and No sides — including our elected representatives.

The most blatant example of this misleading rhetoric is the use of what we refer to as blind benchmarks. Blind benchmarks are Yes or No arguments based on simplified historical examples of past Olympic and Paralympic Games.

The idea of basing decisions on a related historical precedent is common practice in both business and life. History can offer great lessons, but only if used responsibly. To be valid, benchmarking must consider multiple perspectives and be contextualized.

A disastrous example of blind benchmarking from Canadian business history is BlackBerry. When Apple launched the iPhone in 2007, the management of BlackBerry was not concerned. Why? Because they had historic benchmarks about what customers wanted. They wanted a real keyboard and simplicity — not a touchscreen and a million apps. You know how this turned out.

So what does BlackBerry have to do with Calgary hosting an Olympic and Paralympic Games?

The decision to bid for the 2026 Games is a complex business decision requiring careful consideration. It is irresponsible for those in any position of influence to suggest that blindly benchmarking past Games offers valid guidance.

The fact is they know better. But similar to performance-enhancing drugs in sport, blind benchmarking has a singular purpose — win at all cost. Why? Because it works. However, the reality is there are four inconvenient truths that make the benchmarking of Games difficult, if not impossible:

Inconvenient Truth 1: Time Matters: The most obvious inconvenient truth is blindly using numbers from past Games to forecast future games. Measured by athletes and events, the proposal for Calgary 2026 will be double the size of Calgary 1988 and four times the size of the 1960 Squaw Valley Games. Even data from Vancouver 2010 is ancient history in the world of valid forecasting.

Inconvenient Truth 2: Place Matters: The second most inconvenient truth is blindly applying lessons from other host cities to Calgary 2026. Most people inherently see the silliness of comparing Calgary 2026 to Sochi 2014 or Beijing 2008. The place frames the political, cultural and economic dynamics of every decision. It frames the checks and balances in the system (like having a plebiscite). Place defines the skills, ethics and values of the people who will make the big and

small decisions. Being lectured by leaders who suggest that Calgary 2026 could end up just like Sochi is an affront to every Calgarian.

Inconvenient Truth 3: Scope Matters: The third inconvenient truth ignores the difference between Winter and Summer Games. Summer and Winter Games have little in common beyond the rings. For example, the 2016 Summer Olympic Games had 11,238 athletes and 339 events. The 2018 Winter Olympic Games had 2,992 athletes and 102 events. So for the purpose of evaluating Calgary 2026, tune out when someone starts comparing it to London or Rio.

Inconvenient Truth 4: YOU Matter: The return on investment calculation of hosting a Games is the culmination of the above factors, overlaid with the most complex inconvenient truth of them all — YOU. This is because only you can decide how valuable sport, art, volunteerism, city brand, community pride, tourism and culture are to you, your family and your city. No economist, politician or self-declared Games' guru can develop a magic formula to tell you the value of a Games. Blind benchmarking removes you and your family from the calculation.

In sum, blind benchmarking is being used as a tactic by both sides to mislead. Your job is to challenge them by raising the inconvenient truths they choose to ignore. Ask the hard questions and on Nov. 13 vote based on the facts and the evidence — not on someone else's naivety; or worse — their irresponsibility.

How a fixed TV in '88 helped win Canada 13 gold medals

*Licia Corbella, Postmedia columnist
Calgary Herald, October 19, 2018*

When Brian McKeever's parents got the family television fixed back in 1988, his little-kid antenna went up and he knew something really important was going on.

The then eight-year-old born-and-raised Calgarian was allowed to watch as much television as he wanted, as long as it was Calgary's 1988 Winter Olympics.

"I'm a product of the '88 games," said McKeever, Canada's most decorated Winter Paralympian of all-time, with 17 Paralympic medals, 13 of which are gold.

"We grew up without a TV," explained McKeever during a Postmedia editorial board meeting with Calgary 2026, the group tasked with bringing the Olympics back to Calgary.

"We had (a TV) but it was broken and my parents got it fixed so that we could watch the Games and that's something that really hits home to a young child," said McKeever, who lost his sight as a result of Stargardt disease, starting when he was 18.

"I thought it must be important if my parents are doing this and they allowed us to watch every event," he laughs, "as opposed to sending us outside to play."

McKeever, who made history in 2010 when he was named to both the Canadian Olympic and Paralympic teams, has maintained his dominance as the world's top visually impaired cross-country skier in 2017-18.

"It became something that we studied all through the curriculum in school," added McKeever, who back then was in Grade 3 at Varsity Acres Elementary school in northwest Calgary where his father was a physical education teacher.

"Obviously, the phys ed side was there but also things like social studies, where you're learning about things like cultures and the politics of other nations and writing English essays on it and it became this really big deal. And I remember the excitement that was going through the city," he said of those Winter Olympics 30 years ago now.

Brian's brother, Robin, who is six years older (and was Brian's ski guide at the 2010 Vancouver Winter Olympics where he won three gold medals), was one of the kids who would ski a lap of the cross-country ski course before the race would start to make sure there were no obstacles for the athletes.

"I remember all the other kids in the club being so jealous of (Robin's) ugly lime green suit that he wore." All of these things combined to help McKeever recognize how significant the Olympics are.

After the Games ended, his family used virtually all of the facilities built, including the Oval for family skates, training at Canada Olympic Park (WinSport) and, of course, the Canmore Nordic Centre, where McKeever, 38, does most of his training now.

Back in 2005, McKeever admits that he questioned the decision made to upgrade the Canmore Nordic Centre in a return to international standards, by bringing in more lit loops and better snow-making capabilities.

“A world cup cross-country event was held there which brought out numerous spectators ... and the next thing you knew, if you go up there on a kids’ night on a Tuesday there’s about 400 kids making a nuisance of themselves and it’s wonderful and on the weekends you can’t park in the parking lot. Everybody is out there and that happened with the refreshing of that facility,” enthused McKeever. “All of a sudden more people are active, more people are using it.

“With these legacies, it’s not just about what happens at these Games or five years after. It’s 30 years that we’ve had since ’88 that we continue to use a lot of the facilities and seeing that refresh in Canmore is really cool to see the explosion we had in the popularity of the sport since and I hope with that that future generations will have more opportunities than I have had, not just to train and compete but just to be active and outdoors.”

This is the softer side of a winning Olympic bid. Not the tangible stuff, but the intangibles of healthier, happier citizens. How do you put a figure on that? Nevertheless, the hard numbers paint a pretty compelling picture as well.

As Calgary 2026 CEO Mary Moran pointed out, \$4.4 billion of committed funding will flow into Calgary as a result of an Olympic bid that otherwise won’t be spent here if the bid doesn’t go ahead — including \$1.5 billion from the federal government that almost never gives Alberta any of its tax dollars back, to build infrastructure this city desperately needs. If Calgary doesn’t host the Games, that Sport Canada funding will go somewhere else.

Jobs, needed infrastructure and an international spotlight on Calgary as a great place to invest, live and set up shop are just some of the tangible benefits that will flow as a result of hosting the Games, something that has been seen in Vancouver after hosting the 2010 Winter Olympics.

Here’s hoping come the Nov. 13 plebiscite, Calgarians will be tuned into the many benefits of hosting an Olympics — not just because of the hard numbers — but the softer, less tangible benefits of healthier, more active kids embodied in an eight-year-old McKeever and tens of thousands of others who have never won any medals but love to be active and healthy.

APPENDIX 2 – CALGARY BID EXPLORATION COMMITTEE

Before the Calgary 2026 Bid Corporation was an entity, the Calgary Bid Exploration Committee (CBEC) undertook a feasibility study that resulted and made the following recommendations to the City of Calgary in 2017.

https://www.google.com/url?sa=t&rct=j&q=&esrc=s&source=web&cd=3&ved=2ahUKewjHo4hxKreAhUR-J8KHZmqCBIQFjACegQIBxAC&url=https%3A%2F%2Fnewsroom.calgary.ca%2Fdownload%2F411063%2Fcbecmediabackgrounderjuly24.pdf&usg=AOvVaw1seluYtabZ7yFP7_ypFCgB

CALGARY BID EXPLORATION COMMITTEE RECOMMENDATIONS TO CITY COUNCIL – BACKGROUND:

Calgary Bid Exploration Committee (CBEC) believes the potential economic and social benefits of hosting the 2026 Olympic and Paralympic Games (OPWG) warrant careful consideration of a bid. CBEC asked two separate but inter-related questions:

1. Is it feasible for Calgary to successfully host the 2026 Olympic and Paralympic Winter Games?
2. And if so, is it prudent for Calgary to bid and seek to host the 2026 Olympic and Paralympic Winter Games?

In other words, “can we do it” and “should we do it”? Is it feasible for Calgary to host the 2026 Games?

On the question of feasibility, the Committee arrived at an unconditional “yes.” Fourteen key questions (which can be found in Section 1.0.1 of CBEC’s Final Report) were used to objectively assess and define feasibility, and the answer to all those questions is “yes.”

Is it prudent for Calgary to bid and seek to host the 2026 Games?

While CBEC believes a Calgary 2026 Games bid is feasible, the question of prudence is quite different. To determine the prudence of a bid, CBEC 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. Due to new and changing information, the following considerations need to be assessed.

Consideration:

<p>Do the IOC changes make a meaningful difference in CBEC's cost and revenue estimates?</p>	<ul style="list-style-type: none"> • Clarification of potential cost reductions • Determine potential for increased IOC financial support • Determine how the changes may reduce operating costs and requirements from Canadian taxpayers
<p>Will governments support and fund the Games?</p>	<ul style="list-style-type: none"> • Agreement of municipal, provincial and federal governments to support and fund the games as required by the IOC • Assessment of a financial structure to accommodate the cash flow and debt level constraints of the City
<p>Can the Games generate a positive return and provide meaningful value to Calgary, Alberta and Canada?</p>	<ul style="list-style-type: none"> • Recent IOC changes to the bidding and hosting process will require review of current financial models to ensure positive returns and meaningful value including legacy benefits, economic development and job creation potential
<p>Will there be a new event centre/arena and fieldhouse in Calgary so CBEC's Master Facilities Plan (MFP) remains relevant?</p>	<ul style="list-style-type: none"> • A new arena has been identified as a requirement to competitively position Calgary for a bid • A decision on facilities will help focus the MFP for any potential bid
<p>Would the Games fit into the future vision for Calgary and region and is there a broad coalition of support for the Games?</p>	<ul style="list-style-type: none"> • Public support needs to be re-evaluated after assessing the impact of the IOC changes • Further engagement with communities, including Treaty Seven First Nations, is required
<p>Is there a valid expectation that a bid to host the Games would be successful?</p>	<ul style="list-style-type: none"> • A comparative evaluation against potential competitor bids should be conducted at the appropriate time • A full assessment can only be done once the previous five questions have been answered

Due to new and changing information from the IOC, CBEC recommends further exploration of a potential Calgary bid be undertaken to assess the prudence of a bid. CBEC recommends City Council to direct City Administration, in consultation with CBEC, to develop a plan on how to determine if the outstanding questions can be satisfied and report back at the September 11, 2017 Council meeting.

To read CBEC's recommendations to City Council in full, visit: <http://www.calgary.ca/CSPS/Recreation/Pages/Calgary-2026-Olympic-bid/Olympics-Bid-2026.aspx>

CBEC developed its feasibility study by adhering to the following seven principles that Calgary 2026 since adopted, adding an eighth to better represent the scope of the 2026 Games. These principles of engagement are:

1. Maximize the reuse of existing facilities and sport venues wherever possible, reducing the overall cost of hosting a potential Games.
2. Effectively leverage facilities and infrastructure otherwise planned for Calgary and the surrounding region.
3. Meet all technical specifications for hosting the Olympic and Paralympic Winter Games as defined by International Federations (IFs) and the International Olympic Committee (IOC)
4. Mitigate adverse impacts to residents and the region's environment
5. Cluster venues wherever possible to support efficient and effective operations, including considerations such as transportation, security and spectator viewing.
6. Strive to find a balance between legacy aspirations and affordability, endeavoring to support a viable and sustainable legacy of sport venues (utilized for a variety of purposes from recreational use to high-performance sport to international event hosting) for the benefit of Calgarians, Albertans and Canadians.
7. Ensure the venue concept aligns with the IOC's Olympic Agenda 2020, including the key recommendations for hosting the Games:
 - Emphasizing the use of existing, temporary and demountable venues
 - Embedding sustainability principles into the hosting plan
8. Integrate Paralympic planning through the Games concept and operational plans.

The planning for the Paralympic Games will be fully integrated into the organizing committee at the highest level of leadership, ensuring the delivery of "One Celebration with Two Games."

The delivery of the Paralympic Winter Games will operate under the direction of the same high-level management team that guides the development of the Olympic Games.

A Paralympic planning and integration functional area will be established within HostCo to engage and communicate with planners across the organization regarding specific Paralympic requirements and act as the liaison with the International Paralympic Committee. The HostCo Board of Directors and Athletes Advisory Committee will include representation from the Canadian Paralympic Committee. The Canadian Paralympic Committee will also be represented in the Partners' working group that will meet regularly with the HostCo to ensure regulate communications and identify opportunities for integration.

APPENDIX 3 – ADVERTISING DETAIL

WEBSITE:

The Calgary2026.ca website includes the draft hosting plan, engagement opportunities, and general awareness regarding Calgary’s potential involvement hosting the Games. Since launching immediately after the bid corporation was formed, traffic to the website has grown exponentially and today averages almost 3,000 views a week. Google Ads have effectively driven traffic to the site and Calgary 2026 was successful in applying for a \$10,000 Google Ad credit to build upon its engagement and awareness efforts. In fact, within three weeks of the credit, the Games’ Google search ads garnered over 6,300 views.

DIGITAL CONVERSATION:

Together2026.ca (<https://www.together2026.ca/>) online platform was launched weeks after the creation of the bid corporation. This interactive online tool is designed to educate and inform a broad online audience who come together to discuss aspects of the Games. The site includes interactive surveys and activities on critical topics around hosting, a photo sharing page as well as theme-based, week-long discussion on culture, legacy, environment, inclusion/accessibility and healthy/active living. There is always someone moderating the site and responding to feedback in real time. When a question or comment is posted that requires subject matter expert clarity, the moderator has a direct line of communication to the Calgary 2026 team to get the answers. The site is promoted through Calgary 2026 social media channels and the digital online space. It has reached over 75,000 Calgarians to date.

SOCIAL MEDIA CHANNELS:

In addition to the Calgary2026.ca website and Together2026.ca platform, well-used social media channels such as Facebook, Twitter, Instagram and YouTube are being used to build awareness and provide timely and factual information about the hosting opportunity and provide notice of engagement sessions. The number of followers and views these channels get grows every day with Calgarians and surrounding community members engaging in the Calgary 2026 discussion.

VIDEO/COMMERCIALS:

Calgary 2026 created a commercial titled “Have a Family Conversation – Together Shaping the Games” designed to ignite conversation around the possibility of hosting. The commercial was released the first week of October on the Calgary2026.ca website and played on the jumbo Tron screens during Flames games twice that week. The timing coincided with the Thanksgiving weekend to provide food for thought over the Thanksgiving dinner table. Following the release of the commercial, the Calgary2026.ca website experienced an increase in views by 58% from the previous week.

A week following, Calgary 2026 launched a video titled “Your Home Town, Our Home Team” intended to inspire Calgarians around the potential to host. This video was also shared on the social media sites, including YouTube and Vimeo as well as Facebook, Instagram and Twitter.

TRADITIONAL MEDIA:

As the discussion around hosting is one for all Calgarians and surrounding communities to have, advertisements were placed in a wide variety of locations with the aim of reaching Calgarians wherever they happen to be.

Two different versions (a 10-second and a 30-second version) of an information and awareness ads ran on 18 radio stations in Calgary and surrounding area.

The TV commercial “Have a Family Conversation – Together Shaping the Games” ran on CTV between October 8th and 14th. Approximately 47% of Calgarians watching cable primetime TV (between the hours of 5pm and 10pm) would have seen this commercial a total of four times during its run. This ad is currently scheduled to rerun in early November.

With many Calgarians working in the core, informational ads were also run on the digital screens in 68 office buildings downtown and digital posters (how many versions of digital posters) are in 113 Calgary restaurants. Rounding out the plan, 23 digital billboards along major transportation routes ran awareness messages from October 15 – November 13th.

Appendix 4 – (Calgary2026 timelines)

Since releasing its plan on September 11, 2018, the Calgary 2026 team has worked to a tight timeline.

- March 29 – the Government of Canada, Alberta and Calgary announce the creation of a bid corporation that will investigate hosting the Winter Olympic and Paralympic Games in 2026
- June 7 – Scott Hutcheson is announced as Chair of Calgary 2026
- June 23 – Canadian Olympic Committee votes to approve a Calgary 2026 Olympic and Paralympic bid
- August 18 – Mary Moran assumes responsibility as CEO of Calgary 2026 Bid Corporation
- September 11 – Calgary 2026 releases its detailed hosting plan, consultation begins
- October 9 – the International Olympic Committee selects Calgary as a candidate for bidding for the 2026 Winter Olympic and Paralympic Games
- November 13 – City of Calgary holds a plebiscite asking Calgarians if they want to put the City’s name forward as a potential host of the 2026 Winter Olympic and Paralympic Games

APPENDIX 4 – DETAILED ENGAGEMENT INFORMATION

Over the past few months, Calgary 2026's CEO Mary Moran became a sought-after keynote speaker, presenting to a number of business and community organization, speaking at 200 community events. Mary has provided insight into the benefits of hosting, including the economic/tourism investments that will follow, as well as the cost associated with refurbishing existing venues and building new ones. She speaks to the sport and culture infrastructure required to host a competition at this level and the legacy impact future Calgarians will receive in terms of multi-sport facilities and affordable housing accommodations. The broader Calgary 2026 engagement team (the team also includes volunteers) has also provided a number of panel and in-community engagements, reaching approximately 10,000 citizens over the last two months.

These presentations can be categorized into the following community groups:

- Business – most interested in the opportunity to shine a spotlight on Calgary's corporate innovation and sustainability and the possibility of increased investment in the region that could result, as well as detail around the funding formula between federal, provincial and municipal governments versus games revenue.
- High-Performance Athletes – eager to understand how existing facilities can be upgraded to a standard enabling them to host high-level competitions, and the benefit that brings in attracting more high-level training and coaching opportunities to the area.
- Recreational – predominately interested in how the sport infrastructure can be used to accommodate youth sport and recreation teams, and what this means long-term for future generations of Calgarians who want more opportunity, and a convenient opportunity, to participate in sport and recreation locally.
- Social Services – predominately excited to support initiatives that will provide a legacy of affordable housing for at-risk populations and that will enable additional and accessible sport and recreation programming opportunities for the city's vulnerable. This sector is also eager to better understand more about the job creation hosting will bring.
- Families – the 'average' Calgarian is most interested in how he/she/their family can get involved; what the volunteer opportunities are, and how the collective excitement and sense of community purpose hosting will provide opportunities for their family to get involved and experience the community-building aspect of hosting.

The engagement team does its best to answer all questions in real-time, but when an answer needs to be further vetted, the team has a direct-line to the subject matter expert responsible and commits to providing a correct and accurate answer in a timely fashion.

The Calgary 2026 engagement team's event calendar is available to the public at <https://www.calgary2026.ca/en/events/>.

APPENDIX 4 – TOTAL IMPRESSIONS

Estimated Reach

OWNED - SOCIAL	ADVERTISING	IN VENUE	OWNED-WEBSITE
<p>Total Impressions: 1.7 million</p> <ul style="list-style-type: none"> f Facebook <ul style="list-style-type: none"> Followers: 1,065 Reach*: +1.04 million t Twitter <ul style="list-style-type: none"> Followers: 2,319 Reach: 737,000 @ Instagram <ul style="list-style-type: none"> Followers: 1,244 Reach: 48,000 	<p>Total Impressions: 9.2 million</p> <ul style="list-style-type: none"> Radio <ul style="list-style-type: none"> Reach: 4,845,200 TV <ul style="list-style-type: none"> Reach: 939,500 Elevator Network <ul style="list-style-type: none"> Reach: 1,598,570 Restaurant/Bar/Campus <ul style="list-style-type: none"> Reach: 1,725,000 	<p>Total Individuals: 84,300</p> <ul style="list-style-type: none"> Calgary Flames <ul style="list-style-type: none"> Home Opener Oct 6 Reach: 19,000 Landmark Cinemas <ul style="list-style-type: none"> 2 locations - Oct 6-9 Reach: 41,000 Rec Arenas <ul style="list-style-type: none"> 29 Arenas x 3 weeks Reach: 13,800 Olympic Oval <ul style="list-style-type: none"> 4 videos x 3 weeks Reach: 10,500 	<p>Total Unique Visitors: 46,000 (20,000 Visits Weekly)</p> <p>BROADCAST</p> <p>Calgary Flames Broadcast October 11 Reach: 105,000</p>

*Reach measured in total impressions / individuals. All reach values are approximate.

ADDENDUM – ENGAGEMENT FOR NOVEMBER 1 – 13, 2018

During the first two weeks in November, Calgary 2026 continued to engage Calgarians on the possibility of hosting the 2026 Olympic and Paralympic Winter Games. Various tools and methods continued to be used for this such as social media, website, targeted engagement session and communication outreach.

An additional 2,000 postcards, 4,000 brochures, 10,000 buttons and 2,000 infographics were produced and distributed to drive awareness and provide information.

DETAILED ENGAGEMENT INFORMATION

Formal presentations continued to be used as an in-person opportunity to provide information to Calgarians. Other events were also used to engage citizens in a more informal setting. Some of these included:

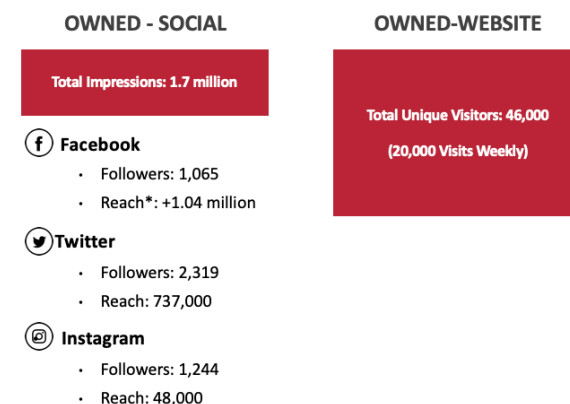
- Coffee Chats
- Informational Tables at Post-Secondary Institutions
- Pop-up events at malls and community centres through-out the city

With the addition of these engagement formats, over 18,000 people were reached with approximately 80 events from November 1 to November 13. This led to a total of more the 26,000 Calgarians being engaged over 10 weeks. Stakeholder engagement and outreach led to connecting with approximately 1300 individuals and organizations.

TOTAL IMPRESSIONS

The estimated reach through the various advertising channels increased over the two-week period in November.

Estimated Reach



*Reach measured in total impressions / Individuals. All reach values are approximate.

