



**CALGARY  
2026**

**OLYMPIC AND PARALYMPIC  
WINTER GAMES**

**DRAFT  
HOSTING PLAN  
CONCEPT**

**PREPARED BY  
THE CALGARY2026 BID CORPORATION**

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## PREAMBLE

Over the last three months, Calgary 2026 Bid Corporation has developed a draft Hosting Plan, after having consulted with our partners and many stakeholders. The draft Hosting Plan utilized the foundation of planning developed by the Calgary Bid Exploration Committee (CBEC) as well as the planning work undertaken by the City of Calgary project team over the last year. The draft Hosting Plan also reflects the input from numerous IOC Advisors, obtained in a series of workshops conducted by the IOC over the last eight months, and their Agenda 2020 and New Norm guidelines which promote sustainability, legacy and operational efficiency.

The Draft Hosting Plan Concept has been proposed to the Governments of Canada and Alberta, the City of Calgary and the Town of Canmore to provide a framework for evaluation of the legacy and hosting investments and the hosting opportunities and to assist the government partners with decision making and their development of a Multi-Party Agreement (which outlines roles, responsibilities and cost sharing of the partners) in respect to the Games.

The Draft Hosting Plan Concept will continue to evolve based on feedback and advice from our government and Indigenous partners, our lead sport partners (Canadian Olympic Committee and Canadian Paralympic Committee), our stakeholders and our extensive program of public engagement.



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## EXECUTIVE SUMMARY

### THE OPPORTUNITY

Canadians have shown the world that we can successfully host major sport events while achieving significant legacies for our communities.

Hosting the 2026 Olympic and Paralympic Winter Games is a rare opportunity for transformational development of a community, region and country. When Winter Games are properly undertaken, as was the case with the Calgary 1988 and Vancouver 2010 Games, they can bring very significant benefits and allow communities to accomplish major priorities that are difficult for the community government to undertake alone.

Whereas the 1988 Winter Games did not have a separate Paralympic Games, modern Games now include the Paralympic Games as well. The Paralympic Games begin 12 days after the Olympic Games Closing Ceremony and occur over 10 days. These Games are a major priority for our government and sport partners and an inspiration for all Canadians.

To be successful the Olympic and Paralympic Games must be seen by government partners and citizens as a worthwhile multi-faceted investment in community building. To this end, volunteers and professionals from many disciplines have been studying the possibility of hosting the 2026 Games for more than two years. Recently, all orders of government and Olympic and Paralympic partners have formed a Calgary 2026 Bid Corporation to advance their exploration together.

Understanding that the IOC will select the Host City for the 2026 Games at its Session in October 2019, and that there will be six more years thereafter to make the best of this opportunity, the following is a synopsis of our current vision of hosting the 2026 Games. Whether to proceed with a Calgary-centered bid will depend on the government partners' determination of a favourable return on investment in hosting this event and the public's endorsement of the project in an upcoming plebiscite.

Hosting the 2026 Games is not a nostalgic exercise. It is a rare opportunity to renew and develop facilities that are community priorities, and to strengthen our communities and quality of life. The legacies of the 1988 Olympics remain with us and by hosting them once more, and the Paralympic Games for the first time, we wish to advance that legacy and build and renew the strong foundation we have in Calgary, Canmore, Alberta and Canada.

We want to deliver a Games that welcomes all and that supports the worldwide Olympic and Paralympic Movements and fulfills the IOC's determination to implement its New Norm approach to hosting modern Games—making the Games simpler and less expensive while focusing on legacy and sustainability.



## SHARED OBJECTIVES—WHY HOST THE GAMES?

The objectives listed below have been developed in consultation with our government and sport partners to focus our planning efforts on the key areas where we want the project to yield a “return on investment.” The return on investment is multifaceted—it covers facility renewal, Truth and Reconciliation with Indigenous peoples, enhanced social equity through inclusion and new affordable housing, as well as economic impacts to name but a few. The shared objectives are grouped into five themes that align with our Games values. The Games are not the outcome, but the means to an end—a catalyst to focus our collective efforts on projects and programs that will truly make our community, our province and our country stronger.

These objectives will be further refined as we continue to develop a legacy plan for the 2026 Games and through our comprehensive community engagement program now underway.

SHARED OBJECTIVE	GAMES VALUE	RETURN ON INVESTMENT
<b>Inclusion &amp; Accessibility</b>	<b>Better Together:</b> Diversity and inclusivity are strengths and we are Better Together	<ul style="list-style-type: none"> <li>• Build a relationship of trust and respect with Indigenous peoples through increased cultural understanding, partnership and participation</li> <li>• Increase opportunities for communication, participation, education, and learnings around reconciliation in alignment with the goals of the Truth and Reconciliation Commission of Canada: Calls to Action</li> <li>• Increase Paralympic exposure and integration</li> <li>• Ensure Albertans have barrier free access to community facilities regardless of disability, gender, and culture</li> <li>• Expand the Games benefit to those that may not normally benefit</li> <li>• Increase community cohesion, volunteerism and cultural expression</li> <li>• Enhance social equity for those most vulnerable through programming and housing legacies</li> <li>• Maximize and build upon the strengths in Calgary, Alberta and Canada as they relate to its diversity, leading to greater connections to each other and the world</li> </ul>
<b>Healthy &amp; Active Living</b>	<b>Being Well:</b> Physical, mental, cultural and spiritual health are the soul of our community and we will support each other in Being Well	<ul style="list-style-type: none"> <li>• Enhance the social and emotional well-being of Canadians through increased cultural understanding, collaborative participation and shared experiences</li> <li>• Enhance our sport development legacy and expand work in equality in sport including but not limited to Indigenous, female, LGBTQS2+ and other inclusion initiatives</li> <li>• Increase opportunities for participation in physical activity and recreation while reducing sedentary living for Canadians (All Canadians move more, sit less, more often)</li> <li>• Build stronger and healthier communities that are connected to each other through creativity and the exchange of culture</li> <li>• Promote and support safe, welcoming and inclusive grass roots to high performance sport development</li> <li>• Increase awareness and understanding of our food supply network and healthy food choices</li> </ul>



SHARED OBJECTIVE	GAMES VALUE	RETURN ON INVESTMENT
<b>Environmental Stewardship</b>	<b>Respect the Land:</b> A healthy natural world is essential to our quality of life and we will Respect the Land	<ul style="list-style-type: none"> <li>• Reduce climate impacts of the Games by emphasizing energy and transportation efficiency and innovation.</li> <li>• Decrease the amount of materials required for the Games and increase the amount of reuse, repurposing, recycling</li> <li>• Reimagine the Games food program to profile Alberta agriculture and cuisine, including promoting local Indigenous and multi-cultural cuisine, with a minimum of food waste. Build citizen understanding of local food security, food consumption and nutrition</li> <li>• Incorporate Indigenous knowledge to enhance our collective responsibility for environmental stewardship and connection to our land</li> <li>• Minimize the impact on the natural environment</li> <li>• Retain the collective desire for protection of wildlife habitat and movement corridors on the landscape in all venue developments</li> </ul>
<b>Economic Opportunity &amp; Cultural Enrichment</b>	<b>Dream Big:</b> Creativity, innovation and an entrepreneurial spirit are vital to our way of living and we will Dream Big	<ul style="list-style-type: none"> <li>• Enhance, recognize and solidify Calgary, Canmore and the Bow Valley's sport hosting brand</li> <li>• Attract and retain innovative, creative and skilled workforce</li> <li>• Work with Indigenous communities and organizations to invest in building capacity for participation in the skilled workforce</li> <li>• Increase innovation, investment and creativity in Alberta</li> <li>• Create a shared narrative of our future by integrating and activating our artists, creators and innovators</li> <li>• Create meaningful partnerships that advance culture and education priorities and leverage benefit in the community, throughout the province, and across the nation</li> <li>• Maximize opportunities for international relationship building, investment attraction, job creation and business innovation</li> </ul>
<b>Values-Based Sport, Transparency</b>	<b>Stay True:</b> Integrity, accountability and transparency are critical to our success and we will Stay True	<ul style="list-style-type: none"> <li>• Increase and promote safe, welcoming and inclusive sport practices nationally</li> <li>• Elevate the practice of ethical and clean sport</li> <li>• Increase transparency and accountability around Games hosting</li> <li>• Use the Olympic and Paralympic Movements to promote the values of ethical sport</li> </ul>



## OVERVIEW OF MAJOR INVESTMENTS TO SUPPORT SHARED OBJECTIVES

### Housing Legacy

Calgary has one of the lowest stocks of affordable and social housing in the country relative to the size of the city. There is need for affordable housing units (15,000 unit gap) and market and near market rental housing (17,000 units). There is also a lack of subsidized seniors housing and housing for urban Indigenous peoples.

Addressing these shortages is a priority of all three orders of government.

Our plan focuses on the following initiatives that would each provide short-term solutions for Games accommodation requirements (i.e. one to two months) but yield significant lasting legacies to address Calgary's shortage of social and affordable housing:

- **Affordable housing projects:** three to four development initiatives would yield at least 600 units of affordable housing legacy
- **Subsidized seniors housing:** a proposed 200-unit seniors complex
- **Urban Indigenous peoples housing:** housing solutions that may be modeled after successful projects in other cities
- **Student housing:** expansion in post-secondary institution student accommodation would provide a long-term housing legacy for education

Construction would be undertaken in 2024 and 2025 for completion just prior to the Games. Games guests would occupy the units before they are converted into their long-term legacy use.

The greatest challenge facing the Canmore municipality is community affordability and specifically access to affordable housing. Canmore's opportunity as a co-host of the 2026 Games is to use its affordable housing lands in the Palliser Area to construct a 1,200 bed Athletes' Village to be repurposed post-Games to over 240 perpetually affordable housing units managed through its housing corporation. It is planned that post-Games 24 units would be dedicated to future athlete and coach use. The Palliser development could be expanded post-Games to add additional perpetually affordable units as required.

### Community Recreation and Sport Facility Legacy

Our venue plan is to build new facilities that are community priorities and to renew existing facilities to extend their longevity. The legacy facilities of 1988 have contributed to over 30 years of community recreation, sport development (nationwide) and event hosting. The facilities will be almost 40 years old by 2026 and without a major renewal the facilities will no longer be able to contribute to the quality of life and winter sport leadership that have been hallmarks of Calgary for over three decades. The body of the Draft Hosting Plan Concept sets out the Olympic and the Paralympic sport program and the role of each of the venues in hosting the Games.

The Games are the catalyst to ensure that Calgary's 1988 legacy facilities are fully functional for another 30 years. Indeed, most of this renewal will be required regardless of the outcome of the bid as this infrastructure is facing end-of-lifecycle costs. The following table lists the facilities where renewal would be undertaken.



FACILITY	IMPACT AND LEGACY FROM INVESTMENT
<b>McMahon Stadium</b>	<ul style="list-style-type: none"> <li>• A major upgrade to McMahon Stadium including               <ul style="list-style-type: none"> <li>– New entry plaza, ticketing and fan zone</li> <li>– New team zone and concourse patio</li> <li>– New and renovated washrooms</li> <li>– New permanent seats, food prep kitchen and concessions</li> <li>– New operations centre</li> <li>– Used for professional and amateur sport post-Games</li> </ul> </li> </ul>
<b>Olympic Oval</b>	<ul style="list-style-type: none"> <li>• Revitalizing a 31-yr-old oval and its mechanical systems for university, community recreation and high performance sport</li> <li>• Upgrades permit continuation as a first-class venue for hosting local, Alberta, national and international events</li> </ul>
<b>BMO Centre and Big 4 Centre</b>	<ul style="list-style-type: none"> <li>• Sound and lighting improvements benefit future events and conferences</li> <li>• Boyce Theatre improvements benefit future events and conferences</li> <li>• Renovations will improve the overall guest experience for future events serving millions of visitors a year</li> <li>• General upgrades to the Stampede Park—the heart of the Games</li> </ul>
<b>Scotiabank Saddledome</b>	<ul style="list-style-type: none"> <li>• Enhanced accessibility of venue and improved spectator services</li> <li>• Extended life of ice plant</li> <li>• Structural and mechanical upgrades</li> </ul>
<b>WinSport Sliding Track</b>	<ul style="list-style-type: none"> <li>• Improved course facilities for safety, athlete training and community use</li> <li>• Build upon sliding track renovation currently planned</li> <li>• Improved hosting of local, Alberta, national and international competitions</li> </ul>
<b>WinSport Ski Hill</b>	<ul style="list-style-type: none"> <li>• New or upgraded day lodge that extends use as a community facility</li> <li>• Improved courses, safety features and lighting for community recreation, sport development and event hosting</li> <li>• Improved hosting of local, Alberta, national and international events</li> </ul>
<b>Nakiska</b>	<ul style="list-style-type: none"> <li>• Course and safety improvements</li> <li>• Upgraded facilities for community recreation</li> <li>• Environmental investments</li> <li>• Improved hosting local, Alberta, national and international events</li> </ul>
<b>Canmore Nordic Centre</b>	<ul style="list-style-type: none"> <li>• Improved hosting local, national and international competitions</li> <li>• Upgraded training facilities for Canada’s national Biathlon and Cross Country Skiing teams</li> <li>• Improves community recreation use including para cross country</li> </ul>
<b>Whistler Olympic Park</b>	<ul style="list-style-type: none"> <li>• Ski Jumping and Nordic Combined events will be held at the site of the 2010 Olympic venues</li> <li>• These facilities will see several improvements for hosting competitions and for community use</li> </ul>
<b>Curling Centre</b>	<ul style="list-style-type: none"> <li>• Options for a competition venue for staging the Olympic Curling events are currently under review</li> </ul>

In addition to the facility renewal, there are two new facilities proposed to address community recreation priorities, which will provide a major summer sport legacy to Calgary and Canada.

The hosting plan does not include the use of the potential new Calgary Sports and Entertainment Complex, as the timing of confirmation of this project may not meet our bid deadlines. Should this facility move forward, it would result in a significant strengthening of the hosting plan and afford more opportunities for spectator participation.





The following table is a synopsis of new facility requirements for the Games, all of which are priorities in the City of Calgary development plans.

FACILITY	IMPACT AND LEGACY FROM INVESTMENT
<b>Multi-Sport Complex</b> (Fieldhouse)	<ul style="list-style-type: none"> <li>• Calgary Recreation's number one unfunded priority for many years</li> <li>• Primarily used after the Games as an indoor Fieldhouse including a 400m track, court and other sports for recreation, university and high performance sport use</li> <li>• Used during the Olympics for Figure Skating and Short Track Speed Skating and during the Paralympics for Wheelchair Curling</li> </ul>
<b>Community Arena</b> (Mid-Size)	<ul style="list-style-type: none"> <li>• New 5,000-6,000 seat community arena with the ability to host local, provincial and national events including University hockey</li> <li>• Serves as a replacement for existing City facilities that are nearing end of life (Calgary Corral, Father David Bauer Arena)</li> <li>• Second ice sheet is also built for future community use</li> <li>• Used as second Hockey arena for the Olympic Games and as the main hockey venue for the Paralympic Games</li> </ul>

### Target Legacy Fund

A key investment, in addition to the housing and facilities investments, is a contribution to a legacy fund that will remain as a legacy of the Games, in effect an increase in the endowments left by the 1988 Olympic Winter Games.

Proposals for use of the Fund include payments for the operating costs and related capital maintenance costs of specific sport facilities (or of sport facilities in Calgary and Canmore, except for specific exclusions) and to fund programs that meet eligibility requirements in areas such as Indigenous youth, disadvantaged youth, sport development and high performance sport (including specific Para-sport priorities) and cultural programs, in a to-be-established priority order.

The earnings from the Fund will also provide a source of legacy funding during the planning phase of the Games so that legacy programs for youth, Indigenous peoples and accessibility can begin as soon as the Fund is established.

### Summary of Investments

The capital cost estimates have been derived by professional cost consultant firms working with multidisciplinary teams of architects and engineers. In the case of the housing estimates, we worked with a leading project management firm with current cost experience, along with architects and engineers as required.

An annual inflation rate of 2.25% is assumed and applied to all capital projects, which were typically priced in 2017 or 2018 Canadian dollars. The rate was established in consultation with industry representatives and exceeds the expected rate of increase of CPI for the period.

Contingency has been applied to the capital cost estimates to provide for the uncertainty inherent in the current level of design and project definition. The capital cost estimates for the sport venues projects are at a level 4 of cost certainty and the Housing projects are at a level 3 level of certainty.



Contingency has been applied at both a project level and at an overall program level. Individual projects carry 18-23% contingency. In addition to the individual project contingency an overall program contingency of 6% on Sport Venues and 4% on Housing has been carried. Furthermore, we applied an assumed level of “super inflation” at 5% of the inflated cost. This additional sum is intended to mitigate extreme economic risks presented by hosting the Games and the expected, associated increase in economic activity, which might result in labour shortages and other constraints resulting in cost escalation.

<b>PUBLIC FUNDING OF LEGACY INVESTMENT (in millions)</b>	<b>C \$ 2018</b>	<b>C \$ 2026</b>
<b>VENUES AND HOUSING</b>		
Renewed venues (including project contingencies)	\$ 502	\$ 584
New venues (including project contingencies)	403	478
Housing (including project contingencies)	583	748
Unrestricted program contingency (\$50m venues; \$40m housing)	90	113
Program management fee	4	5
<b>SUBTOTAL VENUES AND HOUSING</b>	<b>\$ 1,582</b>	<b>\$ 1,928</b>
<b>LEGACY FUND</b>	<b>180</b>	<b>180</b>
<b>TOTAL</b>	<b>\$ 1,762</b>	<b>\$ 2,108</b>

\*Due to rounding, numbers presented throughout this and other documents may not add up precisely to the totals

## OVERVIEW OF GAMES HOSTING AND OPERATIONS

If the Games are awarded to Calgary, a not for profit corporation (HostCo) will be formed to coordinate all matters relating to the Olympic and Paralympic Games. It has an approximately six and a half year planning cycle, establishing functions and services for all aspects of the Games. HostCo must comply with the Olympic Charter, the Host City Contract and Operational Requirements and the instructions of the IOC Executive Board.

HostCo must also work with other parties who play a vital role in the Games, such as government partners and International Federations and International Paralympic Sport Federations. A unique Canadian requirement is that the BidCo partners will create a Multi-Party Agreement during the bid stage which creates a clear understanding of each partner’s future roles and responsibilities should the bid be won. The current draft of the roles and responsibilities matrix is contained in the body of the Draft Hosting Plan Concept.

HostCo is dependent upon its government partners for the planning and delivery of key services required to host the Games, such as security, spectator transport, weather forecasting, highways management, etc. These services are referred to as “essential services”.

In addition to the essential services, our government partners are required to issue a series of guarantees required by the IOC to ensure the Games can be staged in an operationally sound and financially secure manner. These guarantees are a matter of public record and available on the IOC website.



## Sustainability and the Games Hosting Plan

An IOC Sustainability Strategy was finalized in 2016 specifying how sustainability applies across the Olympic Movement and in particular, how sustainability should be included in all aspects of the Games. Sustainability is now embedded in Host City Contracts and Operational Requirements for Host Cities and an Olympic Games Guideline for sustainability has been produced to assist Games organizers in fulfilling these requirements.

From the IOC's perspective:

- “Sustainability...is fundamentally about making informed, balanced decisions that minimize impacts and maximize benefits, both now and in the future.”
- “Sustainability needs to be strongly bound into the ethos and organizational structure of the bodies responsible for delivery of the Games. This needs strong commitment, vision and leadership and—very importantly—an early start within the program.”

The IOC Sustainability Strategy identifies five focus areas: infrastructure and natural sites, sourcing and resource management, mobility, workforce and climate. Calgary 2026 sustainability plans will go beyond the IOC focus areas to include such topics as accessibility, diversity and inclusion, Indigenous participation, local sourcing, sport development and healthy living—all priorities identified in our mapping of the return on investment from hosting the Games. These priorities make up part of the shared objectives that are important to Calgary 2026 partners.

Sustainability will be integrated across the spectrum of Games functions, throughout the Games lifecycle, and then initiatives will be transferred to appropriate organizations for the post-Games legacy period. Integrating sustainability into plans for Calgary 2026 makes good business sense for all Games partners as it will help ensure negative impacts of the Games are minimized, positive effects maximized and legacy benefits optimized.

## Culture

The Olympic and Paralympic Games are not just about sport. In 1892, Baron de Coubertin founded the Olympic Movement and the Modern Olympic Games on the twin pillars of Sport and Culture. His primary objective was to bring people together through sport for the purpose of intercultural exchange; to increase intercultural understanding and promote the prospects for world peace. Each HostCo includes a Culture function that is tasked with producing programs and activities to serve these objectives.

*Culture is the expression and celebration of the values and aspirations of a community or communities. It includes the sharing of ideas; learning through expression in the fine, visual, literary, media, material and performing arts; heritage; and the shared experiences of history.<sup>1</sup>*

*Culture is who we are, what we value, what we consider beautiful, how we spend our time and how we think about and treat others.<sup>2</sup>*

With a priority on maximizing citizen and visitor participation and engagement, Games arts festivals have evolved in scope to become a more inclusive showcase of diverse arts and popular culture including meaningful engagement with Indigenous peoples' traditional and contemporary expressions. All of this has now expanded with the ever-increasing opportunities to reach and engage people through the digital/virtual realm.

<sup>1</sup> *A Cultural Plan for Calgary*; City of Calgary

<sup>2</sup> *The Spirit of Alberta, Alberta's Cultural Policy*; Government of Alberta



Because the Cultural Olympiad and Education programs are not tied to specific venues, geography, or Games-time dates, activities can take place locally, regionally, nationally, and even internationally. Targeted programs can be developed to assist partners individually and collectively in achieving their social, economic, sustainability and communications goals, and help sponsors with their activation objectives. All these activities culminate with six to eight weeks of Games-time Arts Festival to create the celebratory context for the Olympic and Paralympic Games experience.

As a complement to the artistic activities of the Culture pillar, the IOC added Olympic Education programs with a particular focus on youth. These programs are mandated to share the vision of Olympism and values of the Olympic Movement—Friendship, Excellence, and Respect. Olympism refers to the philosophy of the Olympic Movement, which, “...seeks to create a way of life by blending sport, culture, education and international cooperation.” Our education programs will fully integrate Olympic and Paralympic elements.

Calgary 2026 is passionate about Calgary’s and Canada’s cultural diversity advantages. This begins with our French/English linguistic duality which we share with the Olympic Movement. To celebrate these strengths, Calgary 2026 will not only operate and communicate in Canada’s two official languages, our Culture, Celebrations, and Ceremonies programming will showcase the creativity and language of Francophone culture.

### **Indigenous Peoples Engagement**

Reconciliation is a process of building a relationship with Indigenous peoples through learning, listening, and acting and we are committed to establishing a meaningful relationship in a respectful way. BidCo will partner with the Indigenous peoples on whose traditional lands these Games would take place and together, discuss how best to identify opportunities and impacts of hosting the Games.

While we have used the term Indigenous people throughout this hosting plan, we would like to acknowledge the First Nations, Métis and Inuit peoples of Alberta and throughout Canada. We specifically would like to acknowledge the Indigenous peoples on whose traditional lands these Games will take place: Treaty 7 First Nations, which includes the Blackfoot Confederacy made up of the Siksika, Piikani, and Kainai First Nations and the Stoney Nakoda Nations which includes the Chiniki, Bearspaw, and Wesley First Nations and Tsuut’ina First Nation. We would also like to acknowledge the homeland of the historic Northwest Métis and the Métis Nation of Alberta, Region 3.

### **Operational Revenues and Costs**

Calgary 2026 prepared detailed financial plans for the planning and operations of the Games, and similarly the Government Partners have been preparing cost estimates for the Essential services.

A robust methodology and approach was taken to develop the estimates for the operations of 2026 Games.

In order to develop the budget structure, the organization of the Games is divided into smaller definable parts called functional areas or functions, and then further broken into work packages, which are collections of like work. A scope of work was determined for each functional area with proposed work packages and standard budget templates. Given the compressed timeframe, subject matter experts (SMEs) were engaged to develop bottom-up budgets for each functional area. Particular attention was paid to the IOC’s New Norm initiative and related guidelines to reduce cost and complexity.

Budgets submitted by the SMEs were then reviewed and analyzed by internal experts to identify scope gaps and overlaps. Part of the analysis included identifying significant cost areas and comparing such costs to benchmark VANOC and CBEC budgets to identify significant variances as well as their causes.



The revenues and costs that were directly attributable to the Paralympic Games were identified and percentage allocations were made for the balance of revenues, based in part on feedback from the IOC on TOP Sponsorship revenues and in part on averages attained from functions that could be specifically identified.

It should also be noted that the budget was developed with the assumption that guarantees to waive fees that include, but are not limited to entry and exit of people (such as fees for visas, biometric requirements, electronic travel authorization, work permits, Labour Market Impact Assessments), entry and exit of goods (such as firearms fees) would be provided by the Federal Government, as was done for Vancouver 2010, and by all other countries hosting the Olympic and Paralympic Games. It is difficult to quantify the amount of exposure should these not be waived. However, not having these guarantees would provide a significant exposure to the City as a signatory of the Host City Contract.

All of the operations projections (cost and revenue) have been completed in 2018 dollars. They have been escalated to 2026 dollars in the funding request (Section E.4) based on the Economist Intelligence Unit (EIU) factor of 12.28%.

The financial projections for the HostCo are set out below for both the Olympic Winter Games and the Paralympic Winter Games. Given the importance of the Paralympic Movement and the Paralympic Games, a Government contribution has been included to reflect the Governments' commitment to ensure the Paralympics Games are an aligned and inclusive event, and treated with the same proportional equity as the Olympic Games. Government contributions to the Paralympic Games have occurred for every edition and are an accepted and valued element in the budget. A contingency of \$110 million on revenue and \$220 million on expenditures has also been carried within the HostCo projections.

<b>FUNDING OF HOSTCO OPERATIONS (IN MILLIONS)</b>	<b>C \$ 2018</b>	<b>C \$ 2026</b>
<b>OLYMPIC GAMES</b>		
<b>Revenue</b>		
IOC Contribution (broadcast & TOP sponsors) <sup>1</sup>	\$ 751	\$ 835
Other revenues (domestic sponsors, ticketing, merchandising, etc.)	1,404	1,582
<b>Subtotal Revenue</b>	2,155	2,417
Expenses	2,155	2,417
<b>NET PROFIT/LOSS OLYMPIC GAMES</b>	<b>\$ (0)</b>	<b>\$ (0)</b>
<b>PARALYMPIC GAMES</b>		
<b>Revenue</b>		
IOC Contribution (TOP sponsors)	\$ 12	\$ 13
Other revenues (domestic sponsors, ticketing, merchandising, etc.)	66	74
Government contribution	218	245
<b>Subtotal Revenue</b>	296	332
Expenses	296	332
<b>NET PROFIT/LOSS PARALYMPIC GAMES</b>	<b>\$ (0)</b>	<b>\$ (0)</b>

<sup>1</sup> IOC Contribution includes a mix of cash and services. The cash contribution is shown in the HostCo budgets and the amounts are explained in Section D.2.



In addition to the HostCo operations, our government partners are in the process of preparing financial projections for essential services (including security) and have also recommended a contingency reserve to ensure that funding is available to meet unforeseen conditions that may arise. The figures below will be updated once our government partners have finalized their projections.

A summary of the estimated government costs and funding to support the operations of the Games is set out below.

<b>PUBLIC FUNDING OF GAMES OPERATIONS (in millions)</b>	<b>C \$ 2018</b>	<b>C \$ 2026</b>
Unrestricted Games Contingency	\$ 120	\$ 120
Essential Services (estimate)	300	337
Security (estimate)	610	685
Government Contribution to Paralympic Games	218	245
<b>TOTAL PUBLIC FUNDING—GAMES OPERATIONS</b>	<b>\$ 1,248</b>	<b>\$ 1,387</b>

### Return on Investment from the Operations of the Games

The following provides highlights of benefits summaries from past Games:

- Major international sport events provide an unequivocal opportunity to bring together athletes, spectators, and tourists from across the world and to showcase a country on the world stage. Hosting such events can offer host countries and cities a powerful catalyst for social change and economic growth.
- The Government of Canada supports hosting international sport events under *The Federal Policy for Hosting International Sport Events* (Hosting Policy) and the Hosting Program, which target events that contribute to Canada's role as a leading sport nation, and to promoting social, cultural, community and economic benefits.
- From a sport perspective, such events provide unique opportunities for Canadian athletes to compete against world class athletes in front of a home crowd, and many other opportunities to enhance Canada's sport system such as infrastructure improvements, training of volunteers and officials, and creation or improvement of community and high-performance sport programs.
- Economic benefits are often derived from increased infrastructure spending (such as transportation infrastructure), tourism, and promotion of local, regional or national technology or business interests.
- Cultural and social benefits are often derived from engagement of numerous diverse communities in planning for and delivering the event, through showcasing culture on a world stage, and through initiatives that target local issues.
- Community benefits have been realized both in the form of legacy infrastructure geared to community needs (sport, housing, transportation and recreational), and augmented volunteer capacity from those who assisted in the hosting of the Games.
- Canada has hosted numerous major sport events that have derived multiple benefits. For example, the signatories to the Multiparty Agreement of the Toronto 2015 Pan American and Parapan American Games created a Sport Legacy Fund to support increased involvement, accessibility and lifelong participation in physical activities of the general public and athletes at all levels.



- The Vancouver 2010 Winter Olympic and Paralympic Games provided the opportunity for Canada to host its first Paralympic Winter Games and to achieve unprecedented levels of meaningful participation of First Nations and other Indigenous peoples in planning and delivery. Preparation for these Games launched the Own The Podium program, which provides recommendations regarding funding in the Canadian Sport System to achieve better high performance (podium) results for Canada.
- Finally, these Games set new standards and international best practices for hosting in many areas including examples for sustainability: venues were built according to Canada's green-building standards, and nearly 70 per cent of the heating for the Olympic Village came from waste heat recovery systems.
- The 1988 Calgary Winter Olympics led to the creation of a sport Centre of Excellence and world class training facilities. The Games left an active volunteer capacity legacy that continues to be leveraged for other events in Calgary and the Bow Valley.

It should be noted that this document is neither a bid book, nor the response to the IOC Candidature Questionnaire that forms the official bid submission in January 2019. This is a Draft Hosting Plan Concept that outlines the opportunity presented by hosting the 2026 Olympic and Paralympic Winter Games, the sport and concept venues that would be used and the investment required. As both Calgary and Vancouver demonstrated, these projects can be managed well and in the end, are warmly applauded by their communities for jobs well done.



**THE OPPORTUNITY: IMPACTS AND LEGACIES**

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## A1. AN INTRODUCTION

Hosting the Olympic and Paralympic Games is a rare opportunity for transformational development of a community, region and country.

When properly undertaken, such as the Calgary 1988 and Vancouver 2010 Games, winter Games can bring together very significant government and Olympic revenues to accomplish major priorities for a community that are difficult or impossible for the community government to finance alone.

To be successful, the Games must be seen by government partners and citizens as a highly worthwhile multi-faceted investment in community building. Hosting the 2026 Games is about building on the strong foundation from 1988 to develop new and renew old legacies that will endure in the community for years to come. These legacies can take many forms, including new and renewed facilities, an increased stock of affordable housing, reputation and tourism promotion on an unprecedented scale, celebrating diversity and inclusion, advancing reconciliation with Indigenous peoples and volunteerism, to name but a few.

The 1988 Games left Calgary and Canmore with many community sport and recreation facilities that are very heavily used.

The University benefited from new student housing, a physical education building, the Olympic Oval and upgrades to McMahon Stadium.

The City of Calgary, whose expenditures were seven per cent of the total spending of the Organizing Committee (HostCo) budget, also contributed to construction of the Saddledome, built the Olympic Plaza and upgraded several arenas, roads and the LRT.

Canmore acquired the Nordic Centre and built a pool, curling rink and golf facilities, used initially as part of the Canmore Athletes' Village.

There were also many non-infrastructure contributions to community building, such as volunteerism, pride, and international exposure as a very friendly "can-do" community and country.

The Vancouver Games was the opportunity for Vancouver and British Columbia to develop needed sport facilities, renew their international reputation and promote their tourism facilities, including a world-class airport, the Canada Line, the convention centre and cruise ship facility, and expand the sport and community facilities in Whistler.

The Calgary and Vancouver Organizing Committees balanced their operating budgets, made some contributions to the construction budgets of facilities and left major endowments, each approximately \$100 million, to pay for on-going operating expenses of the new sport facilities.

Governments built and paid for facilities that were in their long-term plans and were part of their mandate. The construction of facilities for the Calgary 1988 Games occurred mainly between 1982 and 1987 when Calgary was in a recession. As a result, there was little or no escalation of construction prices and a lot of job creation.

As both Calgary and Vancouver demonstrated, these projects can be managed well and in the end, were well applauded by their communities for jobs well done.

This rare opportunity to address community priorities by a collaboration of partners is once again before Calgary.

Volunteers and professionals from many disciplines have been studying this issue for two years, supported primarily by the City of Calgary to this point. An enormous amount of work and discussion has occurred and recently the government and Olympic and Paralympic Partners have formed a bid committee to advance planning together.

Understanding that the IOC will select the Host City for the 2026 Games at its session in October 2019, and that there will be six and a half more years thereafter to make the best of this opportunity, the following is a synopsis of the current vision of the legacies that could be achieved along with the required investment if the Games were held in Calgary, Canmore, Alberta and Canada.

In the end, whether to proceed with a Calgary bid will depend on the government partners' determination of a favourable return on investment in hosting this mega-event. This Hosting Plan outlines the considerations for such a decision.

## A2. SHARED OBJECTIVES

In order to shape the possibilities for meaningful impact and lasting legacies related to the Games, it is important that all partners have a shared set of objectives. This will allow each partner to identify relevant initiatives that can further their existing policies, plans, and programs by leveraging the profile and impetus of the Games.

The objectives below have been developed in consultation with our government partners as a starting point for future planning. They are grouped into the five themes, which align with the Games values.

These objectives will continue to be refined through working groups as we work together to define a specific and measurable impact and legacy plan from the 2026 Games.

SHARED OBJECTIVE	GAMES VALUE	RETURN ON INVESTMENT
<b>Inclusion &amp; Accessibility</b>	<b>Better Together:</b> Diversity and inclusivity are strengths and we are Better Together	<ul style="list-style-type: none"> <li>• Build a relationship of trust and respect with Indigenous peoples through increased cultural understanding, partnership and participation</li> <li>• Increase opportunities for communication, participation, education, and learnings around reconciliation in alignment with the goals of the Truth and Reconciliation Commission of Canada: Calls to Action</li> <li>• Increase Paralympic exposure and integration</li> <li>• Ensure Albertans have barrier free access to community facilities regardless of disability, gender, and culture</li> <li>• Expand the Games benefit to those that may not normally benefit</li> <li>• Increase community cohesion, volunteerism and cultural expression</li> <li>• Enhance social equity for those most vulnerable through programming and housing legacies</li> <li>• Maximize and build upon the strengths in Calgary, Alberta and Canada as they relate to its diversity, leading to greater connections to each other and the world</li> </ul>

SHARED OBJECTIVE	GAMES VALUE	RETURN ON INVESTMENT
<b>Healthy &amp; Active Living</b>	<b>Being Well:</b> Physical, mental, cultural and spiritual health are the soul of our community and we will support each other in Being Well	<ul style="list-style-type: none"> <li>• Enhance the social and emotional well-being of Canadians through increased cultural understanding, collaborative participation and shared experiences</li> <li>• Enhance our sport development legacy and expand work in equality in sport including but not limited to Indigenous, female, LGBTQS2+ and other inclusion initiatives</li> <li>• Increase opportunities for participation in physical activity and recreation while reducing sedentary living for Canadians (All Canadians move more, sit less, more often)</li> <li>• Build stronger and healthier communities that are connected to each other through creativity and the exchange of culture</li> <li>• Promote and support safe, welcoming and inclusive grass roots to high performance sport development</li> <li>• Increase awareness and understanding of our food supply network and healthy food choices</li> </ul>
<b>Environmental Stewardship</b>	<b>Respect the Land:</b> A healthy natural world is essential to our quality of life and we will Respect the Land	<ul style="list-style-type: none"> <li>• Reduce climate impacts of the Games by emphasizing energy and transportation efficiency and innovation</li> <li>• Decrease the amount of materials required for the Games and increase the amount of reuse, repurposing, recycling</li> <li>• Reimagine the Games food program to profile Alberta agriculture and cuisine, including promoting local Indigenous and multi-cultural cuisine, with a minimum of food waste. Build citizen understanding of local food security, food consumption and nutrition</li> <li>• Incorporate Indigenous knowledge to enhance our collective responsibility for environmental stewardship and connection to our land</li> <li>• Minimize the impact on the natural environment</li> <li>• Retain the collective desire for protection of wildlife habitat and movement corridors on the landscape in all venue developments</li> </ul>
<b>Economic Opportunity &amp; Cultural Enrichment</b>	<b>Dream Big:</b> Creativity, innovation and an entrepreneurial spirit are vital to our way of living and we will Dream Big	<ul style="list-style-type: none"> <li>• Enhance, recognize and solidify Calgary, Canmore and the Bow Valley's sport hosting brand</li> <li>• Attract and retain innovative, creative and skilled workforce</li> <li>• Work with Indigenous communities and organizations to invest in building capacity for participation in the skilled workforce</li> <li>• Increase innovation, investment and creativity in Alberta</li> <li>• Create a shared narrative of our future by integrating and activating our artists, creators and innovators</li> <li>• Create meaningful partnerships that advance culture and education priorities and leverage benefit in the community, throughout the province, and across the nation</li> <li>• Maximize opportunities for international relationship building, investment attraction, job creation and business innovation</li> </ul>
<b>Values-Based Sport, Transparency</b>	<b>Stay True:</b> Integrity, accountability and transparency are critical to our success and we will Stay True	<ul style="list-style-type: none"> <li>• Increase and promote safe, welcoming and inclusive sport practices nationally</li> <li>• Elevate the practice of ethical and clean sport</li> <li>• Increase transparency and accountability around Games hosting</li> <li>• Use the Olympic and Paralympic Movements to promote the values of ethical sport</li> </ul>

## A3. FACILITIES AND HOUSING

### 3.1 New Builds

The new builds address two key City priorities from the perspectives of sport, community recreation and event hosting. The sports venues plan does not rely on a new Calgary Sports and Entertainment Complex; however, should a new arena be constructed and be available for hosting the Games, it would result in a significant enhancement to the venue plan along with more opportunities for spectator participation in the Games.

Additional housing capacity is required in Calgary to host athletes, media, security and workforce. The proposed approach to meet this need is to use the Games as a catalyst to invest in much needed affordable housing projects (including affordable, subsidized seniors, urban Indigenous and attainable housing stock), rather than use funding to induce more market housing or rent temporary housing that leaves no legacy for Calgary.

FACILITY	IMPACT AND LEGACY FROM INVESTMENT
<b>CITY PRIORITIES: Investment in priority facilities that are in the City development plans and that have legacy benefits</b>	
<b>Multi-Sport Complex</b> (Fieldhouse)	<ul style="list-style-type: none"> <li>• Community legacy for recreation, university and high performance use</li> <li>• Includes a track, soccer field, tennis courts and other court sports in the summer</li> <li>• Includes ice plant for winter sports hosting</li> <li>• Used during Games for Figure Skating and Short Track Speed Skating</li> </ul>
<b>Community Arena</b> (Mid-Size Arena with second ice sheet)	<ul style="list-style-type: none"> <li>• Enhanced community recreation with modern, energy efficient ice plants and heating/cooling systems</li> <li>• 5,000 seat (mid-size) arena has the ability to host regional, provincial, and national competitions, University of Calgary Hockey (Dinos)</li> <li>• Will serve as a replacement for existing City facilities that are nearing end of life</li> <li>• Used as second Hockey arena for the Games</li> </ul>
<b>Affordable Housing</b>	<ul style="list-style-type: none"> <li>• Affordable housing projects: three to four development initiatives would yield at least 600 units of affordable housing legacy</li> <li>• Subsidized seniors housing: a proposed 200-unit seniors complex</li> <li>• Urban Indigenous peoples housing: housing solutions that may be modeled after successful projects in other cities</li> <li>• Student housing: expansion in post-secondary institution student accommodation would provide a long-term housing legacy for education</li> </ul>

See Section B.3.5 for further information on these facilities.

### 3.2 Renewal

Major renewals of the 1988 Olympic facilities—Olympic Oval, McMahon Stadium, Canada Olympic Park, the Canmore Nordic Centre and Nakiska—will ensure that these facilities are available to the next generation of Calgarians, Canmorites and Albertans. Indeed, most of this investment will be required in the next ten years regardless of the outcome of the Bid as the infrastructure is facing end-of-lifecycle costs. The Games represent the catalyst to ensure Calgary’s 1988 legacies endure for another 30 years.

Renewal of non-sport facilities such as the BMO Centre strengthen the City’s opportunities to host major conferences and events.

The following table lists the renewable facilities envisioned in this plan.

FACILITY	IMPACT AND LEGACY FROM INVESTMENT
<b>RENEWAL: Bringing facilities up to the modern standard of hosting international events; renewal for ongoing and future community use</b>	
<b>McMahon Stadium</b>	<ul style="list-style-type: none"> <li>• Revitalizing a 58-yr-old stadium</li> <li>• Keeping the 29,000 capacity stadium in use (expanded to 40,000 for the Games) for professional and amateur sport use post-Games</li> </ul>
<b>Olympic Oval</b>	<ul style="list-style-type: none"> <li>• Revitalizing a 31-yr-old oval and its mechanical systems for university, recreational and high performance sport</li> <li>• Upgrades permit continuation as a first-class venue for hosting national and international events</li> </ul>
<b>BMO and Big 4</b>	<ul style="list-style-type: none"> <li>• Improve the overall guest experience for future events at Stampede and BMO/Big 4 serving millions of visitors a year</li> <li>• Portable structure which can be relocated elsewhere in Alberta/Canada to be used as an indoor hall for sports or culture, e.g. indoor soccer</li> </ul>
<b>Scotiabank Saddledome</b>	<ul style="list-style-type: none"> <li>• Enhanced accessibility of venue</li> <li>• Extended life of ice plant</li> <li>• Mechanical &amp; structural capital maintenance</li> </ul>
<b>BMO Centre</b>	<ul style="list-style-type: none"> <li>• Sound and lighting improvements benefit future events and conferences</li> <li>• Boyce Theatre improvements benefit future events and conferences</li> </ul>
<b>WinSport Sliding Track</b>	<ul style="list-style-type: none"> <li>• Improved course facilities and operations for athlete training and community use</li> <li>• Build upon sliding track renovation currently planned</li> <li>• Improved hosting of local, national and international competitions</li> </ul>
<b>WinSport Ski Hill</b>	<ul style="list-style-type: none"> <li>• New or upgraded day lodge that extends use as a community facility</li> <li>• Improved courses, safety features and lighting for community recreation</li> <li>• Improved hosting of local national and international events</li> </ul>
<b>Nakiska</b>	<ul style="list-style-type: none"> <li>• Extended life of Nakiska as a recreational, training and competition venue</li> <li>• Upgraded facilities for community recreation</li> <li>• Improved hosting local, national and international competitions</li> <li>• Early-season training support</li> <li>• Improved the safety and reduces the cost of use for training and competitions</li> </ul>
<b>Canmore Nordic Centre</b>	<ul style="list-style-type: none"> <li>• Improved hosting local, national and international competitions</li> <li>• Upgraded training facilities for Canada’s national Biathlon and Cross Country Skiing teams</li> </ul>

See Section B.3.5 for more information on these facilities.

All the facilities mentioned in the table are predominantly used by recreational users and school children and see extensive public usage on a daily basis.

## A4. SUSTAINABILITY AND LEGACY

An IOC Sustainability Strategy was finalized in 2016 specifying how sustainability applies across the Olympic Movement and in particular, how sustainability should be included in all aspects of the Games. Sustainability is now embedded in Host City Contracts and Operational Requirements for Host Cities and an Olympic Games Guideline for sustainability has been produced to assist Games’ organizers in fulfilling these requirements.

From the IOC’s perspective:

- “Sustainability...is fundamentally about making informed, balanced decisions that minimize impacts and maximize benefits, both now and in the future.”
- “Sustainability needs to be strongly bound into the ethos and organizational structure of the bodies responsible for delivery of the Games. This needs strong commitment, vision and leadership and—very importantly—an early start within the program.”
- “Sustainability...provides a framework and way of working that will optimize legacy opportunities.”

The IOC Sustainability Strategy identifies five focus areas: infrastructure and natural sites, sourcing and resource management, mobility, workforce and climate. Calgary 2026 sustainability plans will go beyond the IOC focus areas to include such topics as accessibility, diversity and inclusion, Indigenous participation, local sourcing, sport development and healthy living. These topics are all important to Calgary 2026 partners, align with their priorities and make sustainability an essential program.

Sustainability will be integrated across the spectrum of Games functions, throughout the Games lifecycle, and then initiatives will be transferred to appropriate organizations for the post-Games legacy period. Integrating sustainability into plans for Calgary 2026 makes good business sense for all Games partners as it will help ensure negative impacts of the Games are minimized, positive effects maximized and legacy benefits optimized.

INITIATIVE	DESCRIPTION	RETURN ON INVESTMENT
<b>OPPORTUNITY: Environmental Stewardship</b>		
<b>Smart Venue Concept</b>	<ul style="list-style-type: none"> <li>• Existing and new venues are co-located in 4 clusters reducing travel times, costs and carbon emissions</li> <li>• New venues will be located on existing developed sites and designed with LEED green building standards</li> </ul>	<ul style="list-style-type: none"> <li>• Minimal habitat and biodiversity venue impacts</li> <li>• Lower carbon emissions in moving people and goods to/from venues</li> <li>• New venues provide legacy of lower costs of operation, smaller ecological footprint</li> </ul>
<b>Carbon Management Strategy</b>	<ul style="list-style-type: none"> <li>• Carbon Management Plan will be developed to know Games carbon emissions, reduce emissions wherever possible, offset remaining emissions to achieve net carbon neutral Games</li> </ul>	<ul style="list-style-type: none"> <li>• Across all Games activities and for the Games lifecycle, HostCo will work to lower carbon impact, and then acquire certified carbon reductions from elsewhere to have zero net climate impact</li> </ul>

INITIATIVE	DESCRIPTION	RETURN ON INVESTMENT
<b>Calgary Moves &amp; Mode Shifts</b>	<ul style="list-style-type: none"> <li>Games transport systems need to be safe, reliable, efficient, cost-effective moving thousands of athletes, officials, media, workforce, spectators with minimal traffic disruption</li> <li>These systems will emphasize mass transit and multi-person vehicles for efficiency, cost, carbon emission reduction</li> <li>Clean vehicles will be emphasized</li> <li>Businesses and employees will be encouraged to shift commuting patterns—transit, ride-sharing, remote working</li> </ul>	<ul style="list-style-type: none"> <li>The well-designed Games transport system will reduce impacts on local traffic and climate</li> <li>Emphasis on clean vehicles will showcase latest technologies</li> <li>Calgarians’ Games time experience (workforce, spectators, commuters) will provide exposure to alternate, more climate friendly commuting choices, potentially leading to long-term, beneficial shifts in commuting patterns</li> </ul>
<b>Sustainable Sourcing Program</b>	<ul style="list-style-type: none"> <li>A sustainable sourcing program will be implemented to guide purchases of services, goods, equipment, material, emphasizing local, environmental, social and ethical benefits</li> </ul>	<ul style="list-style-type: none"> <li>Procurement program will emphasize local sourcing, environmental benefits, waste reduction, and safe, ethical, fair wage practices in supply chains</li> </ul>
<b>Zero Waste</b>	<ul style="list-style-type: none"> <li>Calgary 2026 will set a zero waste goal to guide decisions on goods, equipment, materials use</li> <li>End-of-use plans for goods, equipment, materials</li> <li>Sustainable sourcing program emphasizes purchases that enable recycling, reuse, repurposing of products</li> <li>Opportunities for advances to Alberta stewardship and waste management policies</li> </ul>	<ul style="list-style-type: none"> <li>Zero waste goal with high diversion rate (minimal waste to landfill) demonstrates responsible use of resources, reduces costs and pressure on landfills</li> <li>Best practices demo for citizens: reduce, reuse, recycle, repurpose</li> <li>Advances in waste policy—recycling, product stewardship, extended producer responsibility</li> </ul>
<b>OPPORTUNITY: Inclusion and Accessibility</b>		
<b>Workforce Diversity</b>	<ul style="list-style-type: none"> <li>Calgary 2026 aspires to attract a workforce (staff, volunteers, contractors) representative of Canada’s, and the world’s, diversity</li> <li>Recruitment strategies will emphasize gender-balance and attraction of citizens with diverse backgrounds—immigrants, visible minorities, Indigenous people, youth, LGBTQ, etc.</li> </ul>	<ul style="list-style-type: none"> <li>The Games workforce will represent Canada’s population—and reflect global diversity</li> <li>Opportunities for jobs, skills, experience through the Games will be fairly distributed</li> <li>Future generations of leaders in the work and volunteer force reflect Calgary’s diversity</li> <li>Gender balance will be reflected across the workforce</li> </ul>
<b>Accessible Venues, Villages, Sites</b>	<ul style="list-style-type: none"> <li>With a special focus on integrated planning for the 2026 Olympic and Paralympic Winter Games, the design, construction and overlay for Games venues, villages and sites will ensure a high standard of accessibility</li> </ul>	<ul style="list-style-type: none"> <li>For both Games and legacy, all Games facilities demonstrate best practices for accessibility (physical, sight, hearing, culture, age, gender)</li> </ul>
<b>Volunteer Spirit Renewal</b>	<ul style="list-style-type: none"> <li>The Games will require thousands of volunteers. Calgary’s strong volunteer network will be important and new volunteers will be recruited from under represented groups (new Canadians, youth, Indigenous, minorities, etc.)</li> </ul>	<ul style="list-style-type: none"> <li>Calgary’s renowned volunteer spirit will be reinvigorated with a new generation of citizens representing Canada’s diversity</li> <li>All volunteers will receive valuable hosting and sustainability training strengthening Calgary’s world-class sport host reputation</li> </ul>

INITIATIVE	DESCRIPTION	RETURN ON INVESTMENT
<b>OPPORTUNITY: Healthy and Active Living</b>		
<b>Food Strategy</b>	<ul style="list-style-type: none"> <li>• Food services (thousands of meals) are provided to athletes in Villages, workforce in cafeterias and spectators in venues. Food services can be reimagined to maximize local sourcing of food products, showcase local cuisine and minimize food waste</li> </ul>	<ul style="list-style-type: none"> <li>• Local sourcing of food products will strengthen the local food network, highlight healthy nutrition choices, profile Alberta agriculture, promote Indigenous and multi-cultural cuisine</li> <li>• Showcasing local cuisine will represent Canadian diversity and boost culinary tourism</li> <li>• Minimizing food waste will distribute surplus food to social agencies and reduce composting</li> </ul>
<b>Living a Creative Life</b>	<ul style="list-style-type: none"> <li>• Cultural Olympiad includes programs on youth and creative education, artist incubation, artistic exchange and animation of City Centre</li> <li>• Every Calgarian has an opportunity through the Games to experience, contribute and share in a cultural experience</li> </ul>	<ul style="list-style-type: none"> <li>• Calgarians connect to the world and each other by sharing creativity and culture</li> <li>• Calgary is a place that empowers every resident to live a creative life, fueling a vital, prosperous, connected city</li> </ul>
<b>OPPORTUNITY: Economic Opportunity, Cultural Enrichment</b>		
<b>Sport Hosting</b>	<ul style="list-style-type: none"> <li>• Renewal of Calgary and Canmore winter sport facilities confirms Region as a world's best winter sport host</li> <li>• Rejuvenation and expansion of volunteer capacity and expertise</li> <li>• Expansion of private sector event hosting capacity from Games experience</li> </ul>	<ul style="list-style-type: none"> <li>• Calgary and Canmore are recognized as one of the world's best winter sport hosting locations</li> <li>• Attract World Cup and World Championship winter sport events pre- and post-Games</li> <li>• Enhanced volunteer and private sector capacity and expertise for hosting events</li> </ul>
<b>Indigenous Peoples Engagement</b>	<ul style="list-style-type: none"> <li>• The Games will take place on the traditional lands of Indigenous peoples</li> <li>• They will be true partners in the Games, represented on the HostCo Board and throughout the organization</li> <li>• Opportunities for Indigenous peoples to benefit through cultural sharing, artist celebration, youth sport, jobs, skills, supplier contracts, etc.</li> </ul>	<ul style="list-style-type: none"> <li>• Increase awareness and understanding about reconciliation in action</li> <li>• Benefits accrue to Indigenous people</li> <li>• Increase opportunities and actions for learning, healing, uncovering mutual interests between Indigenous and non-Indigenous communities</li> </ul>
<b>OPPORTUNITY: Values-Based Sport, Transparency</b>		
<b>Sustainability Reporting</b>	<ul style="list-style-type: none"> <li>• Calgary 2026 will publicly and transparently report on its sustainability performance beginning two years out from the Games and including a final post-Games report</li> <li>• Public reporting will use an internationally recognized sustainability reporting system with at least one report independently verified</li> </ul>	<ul style="list-style-type: none"> <li>• The public will receive at least three reports on the HostCo's performance relative to its sustainability commitments</li> </ul>
<b>Safe, Respectful Sport</b>	<ul style="list-style-type: none"> <li>• Calgary 2026 displays a fully transparent model for safe, respectful sport</li> <li>• Canada continues leadership on gender balance and LGBTQ inclusion in sport</li> <li>• Calgary 2026 Education program includes component on safe, respectful sport</li> <li>• Canadian athletes serve as spokespeople on safe, respectful sport</li> </ul>	<ul style="list-style-type: none"> <li>• A new standard of safe, respectful sport is demonstrated for future Games, and other Canadian/international sport events</li> <li>• Canada continues to advance gender, cultural, sexual respect in sport</li> <li>• Youth education program with athlete role models for safe and respectful sport</li> </ul>



## A5. PARTNER ACTIVATION OPPORTUNITIES

The following table lists potential opportunities for partners to leverage their investment in the Calgary 2026 Games. These are only a few ideas based on what has been done at past Games and are not essential to undertake. However, they do provide a way to enhance the Games for citizens and deliver some of the government priorities discussed above.

OPPORTUNITY	DESCRIPTION
<b>Live sites</b>	Community gathering points where residents and visitors can go to celebrate the Olympic and Paralympic Games at no charge. Live Sites have included stages with programmed entertainment on large screen televisions that provide live coverage of the Games.
<b>Torch relay stops and mini-cauldron lighting</b>	There are two separate torch relays. The Olympic torch relay will start prior to the Olympic Games and will travel across Canada ending with the cauldron being lit at the Olympic Opening Ceremony. The Paralympic torch relay will be held between the Olympic and Paralympic Games and is traditionally regional with links to satellite events in other parts of the country and will end with the lighting of the cauldron at the Paralympic Opening Ceremony. The torch relays will have identified stops along the route providing an opportunity for communities to engage local residents in a celebration of the upcoming Games. This has also been an opportunity for communities to recognize their citizens with the thrill to run the torch. There are typically end of day celebrations hosted in the community, which have included stages with entertainment, sport demonstrations, etc. Smaller communities see 5,000-10,000 people attending, while mid to larger communities have hosted 35,000-50,000 people.
<b>Unaccredited media centre</b>	Only media invited by their NOC or NPC receive accreditation and access to the venues during the Games. Additional media will arrive looking for Games-related stories, and these media receive no support or access from the HostCo. An unaccredited media centre provides a point of contact for these media, an opportunity for the host region to manage and direct stories around activities taking place in non-accredited areas and promote local attractions and stories.
<b>Trade and investment</b>	The Games provide an opportunity to further trade and investment opportunities through the organization of meetings with interested visiting guests and showcase programs that promote Calgary, Alberta and Canada as a place to live, work and invest.
<b>Business 2 Business economic forums</b>	The Games provide an opportunity to invite business leaders to the region to discuss business development objectives. With the high level executives from the IOC TOP sponsor program at the Games, opportunities exist to connect and develop business relationships.
<b>Hospitality houses</b>	Sponsors (i.e. Heineken House, Canada Hockey House), future organizing committees, and provinces have set up hospitality houses during the Games to promote tourism, products, business opportunities, etc. Depending on the type of hospitality house, access has been managed by invitation, guest passes, or is open to the public.
<b>Hosting foreign dignitaries</b>	The Games provide an opportunity to host foreign dignitaries during the Games or in the lead up to the Games to further international relations.
<b>Youth development programs</b>	This is an opportunity to engage youth through local initiatives in programs that could connect them to the Games. It is an opportunity to connect local youth with the youth from participating nations.
<b>Indigenous peoples programs</b>	The Games can provide an opportunity to present and integrate local Indigenous cultures, arts, tourism initiatives etc. and more importantly to engage residents and locals in productive conversations around reconciliation.

OPPORTUNITY	DESCRIPTION
<b>Cultural exchanges</b>	Initiatives have been created to work with visiting nations to provide cultural exchanges as part of the Cultural Olympiad, Live Sites etc. There is similarly the opportunity to showcase talent from other regions. This could also include cultural exchanges with sister cities for promotion, tourism and economic development.
<b>Media familiarity tours</b>	Usually held prior to the Games, media familiarity tours showcase the country and region to media, provide great photo stock, b roll, high quality footage of people, places and venues and pitch local story ideas.
<b>Tourism</b>	For past Games, governments have invested in tourism strategies that included purchasing advertisements in countries where they might have a targeted interest or making other similar investments with the goal of increasing tourism.
<b>Health and Wellness</b>	The Games provide a platform and profile under which existing government initiatives around health and wellness can be highlighted or accelerated.

## A6. OTHER HOSTING BENEFITS

Extensive reports have also been prepared on legacies from the Calgary 1988 and Vancouver 2010 Games. In addition, the following provides highlights of benefits summaries of past Games:

- Major international sport events provide an unequivocal opportunity to bring together athletes, spectators, and tourists from across the world and to showcase a country on the world stage. Hosting such events can offer host countries and cities a powerful catalyst for social change and economic growth.
- The Government of Canada supports hosting international sport events under *The Federal Policy for Hosting International Sport Events* (Hosting Policy) and the Hosting Program, which target events that contribute to Canada’s role as a leading sport nation, and to promoting social, cultural, community and economic benefits.
- From a sport perspective, such events provide unique opportunities for Canadian athletes to compete against world class athletes in front of a home crowd, and many other opportunities to enhance Canada’s sport system such as infrastructure improvements, training of volunteers and officials, and creation or improvement of community and high-performance sport programs.
- Economic benefits are often derived from increased infrastructure spending (such as transportation infrastructure), tourism, and promotion of local, regional or national technology or business interests.
- Cultural and social benefits are often derived from engagement of numerous diverse communities in planning for and delivering the event, through showcasing culture on a world stage, and through initiatives that target local issues.
- Community benefits have been realized both in the form of legacy infrastructure geared to community needs (sport, housing, transportation and recreational), and augmented volunteer capacity from those who assisted in the hosting of the Games.
- Canada has hosted numerous major sport events that have derived multiple benefits. For example, the signatories to the Multiparty Agreement of the Toronto 2015 Pan American and Parapan American Games created a Sport Legacy Fund to support increased involvement, accessibility and lifelong participation in physical activities of the general public and athletes at all levels.

- The Vancouver 2010 Winter Olympic and Paralympic Games provided the opportunity for Canada to host its first Paralympic Winter Games and to achieve unprecedented levels of meaningful participation of First Nations and other Indigenous peoples in planning and delivery. Preparation for these Games launched the Own The Podium program, which provides recommendations regarding funding in the Canadian Sport System to achieve better high performance (podium) results for Canada.
- Finally, these Games set new standards and international best practices for hosting in many areas including examples for sustainability: venues were built according to Canada's green-building standards, and nearly 70 per cent of the heating for the Olympic Village came from waste heat recovery systems.
- The 1988 Calgary Winter Olympics led to the creation of a sport Centre of Excellence and world class training facilities. The Games left an active volunteer capacity legacy that continues to be leveraged for other events in Calgary and the Bow Valley.



GAMES SPORT AND VENUES CONCEPT

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## B1. GUIDING PRINCIPLES

The following seven principles<sup>1</sup> were created as part of the CBEC report and adopted by the Calgary 2026 Bid Corporation in revising and building out the Games concept:

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 use of existing, temporary and demountable venues
  - Embedding sustainability principles into the hosting plan

In addition to the above, BidCo added a supplemental principle:

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 regular communication and identify opportunities for integration.

<sup>1</sup> CBEC Final Report, p. 80

## B2. OLYMPIC AGENDA 2020 AND THE NEW NORM

### 2.1 Olympic Agenda 2020

The IOC's Olympic Agenda 2020 was created to provide a modern strategic roadmap for the Olympic Movement and approved by the IOC Session in 2014. It includes recommendations to reduce the cost of the bidding process, focus candidate cities on presenting "a project that fits their sporting, economic, social and environmental long-term planning needs,"<sup>2</sup> and strengthen the principles of good governance and ethics, among others. It identifies athletes as the core consideration in all recommendations and future actions.

Calgary 2026 BidCo has already benefited from the new process through access to meaningful documentation and candid discussions with IOC experts on ways to ensure the Games fit into the city, region and country's priorities.

### 2.2 The New Norm

Based on six recommendations from Olympic Agenda 2020, in February 2018 the IOC Session approved a plan called *The New Norm*<sup>3</sup> that provides 118 reforms to services and requirements so as to reduce the cost of delivering the Games. *The New Norm* carefully examined every aspect of operations, from venues, energy, broadcasting, accommodation to transport and technology. Some changes include using existing sport facilities and infrastructure, reduced venue spectator capacities and combining transport services for Games Family members.

BidCo has analyzed its operational plans to ensure the New Norm reforms have been incorporated where changes to services and requirements could result in additional cost savings. Examples of significant changes include the elimination of the need for a separate Mountain Media Centre and the ability to use the Montreal Anti-Doping lab rather than construct and accredit a temporary lab. These two changes alone resulted in over \$25 million in savings.

<sup>2</sup> <https://www.olympic.org/olympic-agenda-2020>

<sup>3</sup> <https://stillmed.olympic.org/media/Document%20Library/OlympicOrg/News/2018/02/2018-02-06-Olympic-Games-the-New-Norm-Report.pdf>

## B3. OLYMPIC WINTER GAMES CONCEPT

### 3.1 Olympics: Key Dates and Sports

OLYMPICS		
DATES	February 5-22, 2026	
Villages open	January 28, 2026 (8 days prior)	
Villages close	February 25, 2026 (3 days post)	
SPORTS	DISCIPLINES (EVENTS)	INTERNATIONAL FEDERATIONS
<b>Bobsleigh</b>	Bobsleigh (4) Skeleton (2)	International Bobsleigh & Skeleton Federation (IBSF)
<b>Biathlon</b>	Biathlon (11)	International Biathlon Union (IBU)
<b>Curling</b>	Curling (3)	World Curling Federation (WCF)
<b>Hockey</b>	Ice Hockey (2)	International Ice Hockey Federation (IIHF)
<b>Luge</b>	Luge (4)	International Luge Federation (FIL)
<b>Skating</b>	Figure Skating (5) Short Track Speed Skating (9) Speed Skating (14)	International Skating Union (ISU)
<b>Skiing</b>	Alpine Skiing (11) Cross-country Skiing (12) Freestyle Skiing (13) Nordic Combined (3) Snowboarding (11) Ski Jumping (5)	International Ski Federation (FIS)

### 3.2 Olympics: By the Numbers

CATEGORY	OLYMPIC WINTER GAMES
Athletes	2,933
Team Officials	2,883
Technical Officials	700
Number of Nations	91
Paid and Temporary Staff	3,057
Contractors	10,000
Volunteers	18,000
Accreditations	95,000
Broadcasters (OBS & Rights holders)	8,000
Press	2,800
Spectators (number of tickets)	1,350,000

### 3.3 Olympics: Sports and Venues

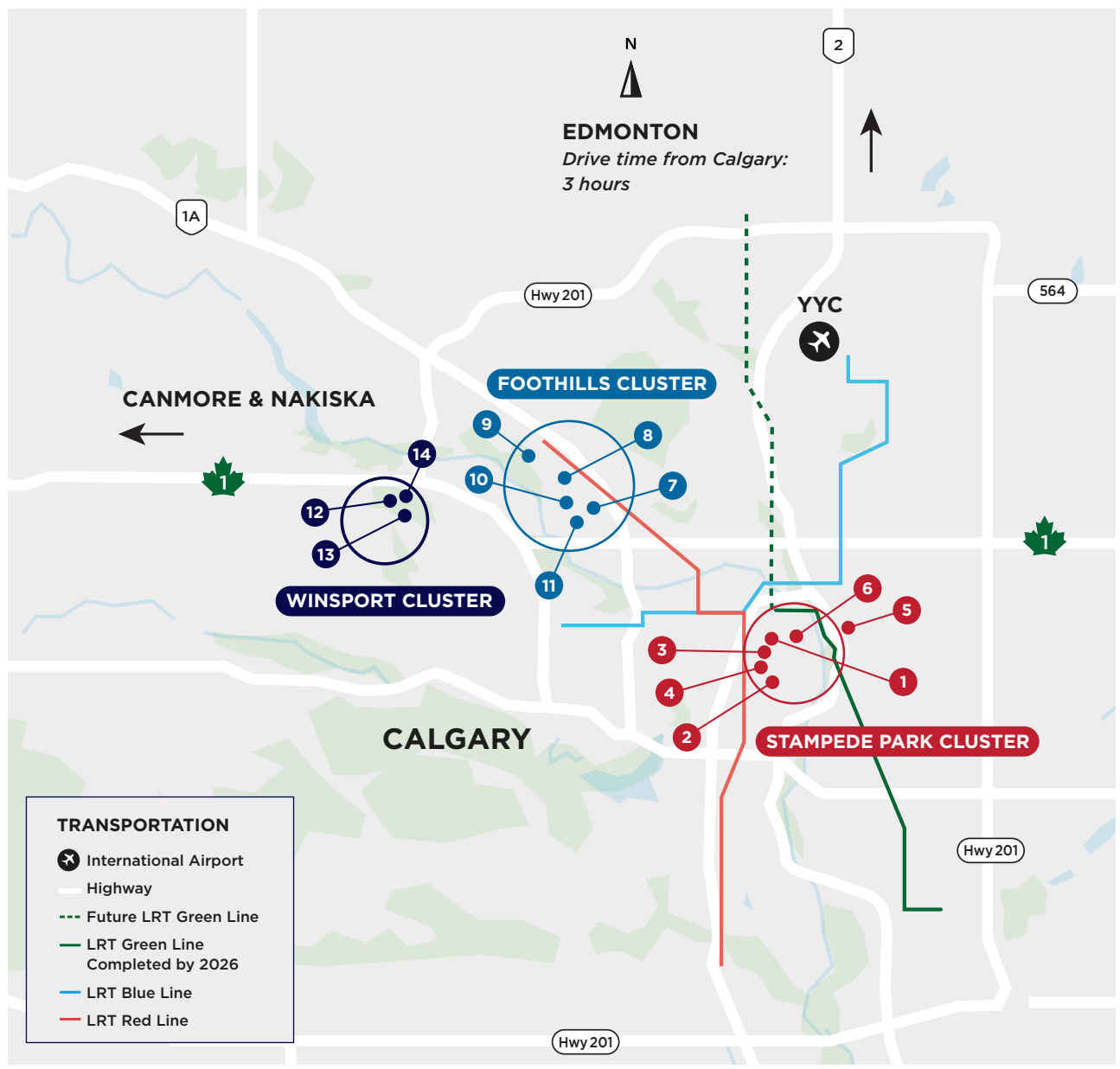
CLUSTER	ACTIVITY	COMPETITION VENUE	NON-COMP VENUE
<b>Stampede Park</b>	Hockey 1	Scotiabank Saddledome	
	Medal Ceremonies		Grandstand
	Live Site		Grandstand
	International Broadcast Centre		BMO and Agrium
	Main Press Centre		Big Four Centre
	Athletes' Village		New, Rivers District
<b>Foothills Park</b>	Speed Skating	Olympic Oval	
	Figure Skating	Multi-Sport Complex (new)	
	Short Track Speed Skating	Multi-Sport Complex (new)	
	Hockey 2	Community Arena (new)	
	Opening Ceremonies		McMahon Stadium
	Closing Ceremonies		McMahon Stadium
	Figure Skating Training		Father Bauer Arena
<b>WinSport</b>	Bobsleigh	Sliding Centre	
	Luge	Sliding Centre	
	Skeleton	Sliding Centre	
	Aerials, Big Air, Freestyle, Moguls, Half Pipe	Slopes	
	Short Track Training		Markin MacPhail Centre
<b>Kananaskis</b>	Snowboard Cross	Nakiska	
	Ski Cross	Nakiska	
	Alpine Events	Nakiska	
	Athletes' Village		Pomeroy Lodge + temp
<b>Canmore</b>	Biathlon	Canmore Nordic Centre	
	Cross-country Skiing	Canmore Nordic Centre	
	Athletes' Village		New
<b>Whistler</b>	Ski Jumping	Whistler Olympic Park	
	Nordic Combined	Whistler Olympic Park	
	Athlete accommodation		Whistler Athletes' Centre
<b>Other</b>	Hockey Training		Max Bell Arena
<b>To Be Determined</b>	Curling		



### 3.4 Olympics: Venue Maps

#### OLYMPICS: WINTER GAMES CALGARY VENUE MAP

- |   |   |   |
|---|---|---|
| <p><b>STAMPEDE PARK CLUSTER</b></p> <ul style="list-style-type: none"> <li>1 BMO Centre</li> <li>2 Big Four Building</li> <li>3 Scotiabank Saddledome</li> <li>4 Grandstand</li> <li>5 Max Bell Arena</li> <li>6 Athletes' Village</li> </ul> | <p><b>FOOTHILLS CLUSTER</b></p> <ul style="list-style-type: none"> <li>7 McMahon Stadium</li> <li>8 Father David Bauer Arena</li> <li>9 Olympic Oval</li> <li>10 Multi-Sport Complex (Fieldhouse)</li> <li>11 Community Arena (Mid-Size Arena)</li> </ul> | <p><b>WINSPORT CLUSTER</b></p> <ul style="list-style-type: none"> <li>12 WinSport—Sliding Centre</li> <li>13 WinSport—Ski Hill</li> <li>14 Markin MacPhail</li> </ul> |
|---|---|---|



**OLYMPICS: WINTER GAMES MOUNTAIN VENUE MAP**

**MOUNTAIN VENUES**

- 15 Nakiska Ski Area
- 16 Pomeroy Lodge Athletes' Village
- 17 Canmore Athletes' Village
- 18 Canmore Nordic Centre
- 19 Whistler Olympic Park



### 3.5 Olympics: Venue Rationale and Capital Improvements

VENUE, EVENT OWNER/ MGMT, CAPACITY	RATIONALE	CAPITAL IMPROVEMENTS
<b>CITY</b>		
<p><b>SCOTIABANK SADDLEDOME</b>  <b>Event:</b> Hockey 1  <b>Owner:</b> City of Calgary  <b>Management:</b>                      Calgary Sports &amp; Entertainment Corporation  <b>Capacity:</b> 19,289</p>	<ul style="list-style-type: none"> <li>• Hockey 1 is one of the largest ticket revenue generators</li> <li>• No other 18,000+ seat arena in the city</li> <li>• Proven NHL Arena</li> <li>• Sits within the Stampede Cluster</li> <li>• Well serviced by Calgary Transit</li> <li>• Knowledgeable operating staff/systems</li> </ul>	<ul style="list-style-type: none"> <li>• Accessibility upgrades for seating and washrooms</li> <li>• Upgrades to power and field-of-play lighting as required</li> <li>• Ice plant re-commissioning</li> <li>• Minor finish upgrades to concourse, club and suite levels</li> <li>• Structural and mechanical capital maintenance</li> </ul>
<p><b>COMMUNITY ARENA</b>                      (Mid-Size Arena)  <b>Event:</b> Hockey 2  <b>Owner:</b> City of Calgary  <b>Management:</b>                      City of Calgary  <b>Capacity:</b> 6,000</p>	<ul style="list-style-type: none"> <li>• Has the legacy ability to host regional, provincial, and national competitions, University of Calgary Hockey (Dinos), as well as touring concerts</li> <li>• The City requires a larger inventory of ice surfaces for recreational use</li> <li>• Redevelopment of Foothills area and aging facilities in the region, construction of a twin ice facility will eventually replace Father David Bauer and Norma Bush Memorial Arenas as part of the City's wider Parks/Recreation Plan</li> <li>• Has the potential to replace the Corral Arena which is at end of life</li> </ul>	<ul style="list-style-type: none"> <li>• New build</li> </ul>
<p><b>MULTI-SPORT COMPLEX</b>                      (Fieldhouse)  <b>Event:</b> Figure Skating, Short Track  <b>Owner:</b> City of Calgary  <b>Management:</b>                      City of Calgary  <b>Capacity:</b> 10,000</p>	<ul style="list-style-type: none"> <li>• Top priority in strategic plans: 10-Year Strategic Plan for Sport Facility Development and Enhancement (2008), Culture, Parks and Recreation Infrastructure Investment Plan and Concept Plan for Foothills and Glenmore Athletic Parks (2010)</li> <li>• Redevelopment of Foothills area and aging facilities in the region</li> <li>• Community legacy for recreation, university and high-performance use</li> <li>• Represents a major legacy for summer sports and community recreation and includes a track, soccer field, tennis courts and other court sports in the summer</li> </ul>	<ul style="list-style-type: none"> <li>• New build</li> </ul>

VENUE, EVENT OWNER/ MGMT, CAPACITY	RATIONALE	CAPITAL IMPROVEMENTS
<p><b>OLYMPIC OVAL</b>  <b>Event:</b> Speed Skating  <b>Owner:</b> University of Calgary  <b>Management:</b> University of Calgary  <b>Capacity:</b> 3,500</p>	<ul style="list-style-type: none"> <li>• Revitalizing a majority of the original infrastructure to ensure its continued '88 legacy</li> <li>• Maintain its ability to support and enhance high-performance sport in Canada</li> <li>• Widely recognized within the sport as the fastest ice in the world, which makes it attractively competitive to the international athletes/coaches</li> <li>• Strong venue and facilities team with a proven Olympic pedigree</li> <li>• Sits within the Foothills Cluster</li> <li>• Knowledgeable staff with proven Olympic/World Cup experience</li> </ul>	<ul style="list-style-type: none"> <li>• All slab replacements</li> <li>• Refurbish plumbing</li> <li>• Upgrade ice plant</li> <li>• Replace HVAC and controls</li> <li>• Access tunnel expansion</li> <li>• Renovate change room, athlete support area and refurbish washrooms, etc.</li> <li>• Lighting and power upgrades</li> </ul>
<p><b>WINSPORT SLIDING TRACK</b>  <b>Event:</b> Bobsleigh, Luge, Skeleton  <b>Owner:</b> WinSport  <b>Management:</b> WinSport  <b>Capacity:</b> 4,510</p>	<ul style="list-style-type: none"> <li>• Renewal for a new generation to ensure Calgary continues as a winter sport city</li> <li>• Continuation as key venue for high performance sport</li> <li>• Builds upon track \$10 million renovation currently underway</li> <li>• Location (within City limits) is attractive to IFs and IOC, making Bid more enticing</li> <li>• Knowledgeable staff with proven Olympic/World Cup experience</li> </ul>	<ul style="list-style-type: none"> <li>• New buildings, e.g. bobsled storage</li> <li>• Building renovations (start/finish house)</li> <li>• Energy utility upgrades to Canada Olympic Park</li> </ul>
<p><b>WINSPORT SKI HILL</b>  <b>Event:</b> Aerials, Big Air, Halfpipe, Moguls, Slopestyle  <b>Owner:</b> WinSport  <b>Management:</b> WinSport  <b>Capacity:</b> 5,960</p>	<ul style="list-style-type: none"> <li>• Continuation as key venue for community recreation and high performance sport</li> <li>• Location (within city limits) is attractive to IFs and IOC, making Bid more enticing</li> <li>• Renewal for a new generation to ensure Calgary continues to grow as a leading winter sport city</li> <li>• Improved day lodge that provides an ongoing legacy as a community facility</li> <li>• Knowledgeable staff with proven Olympic/World Cup experience</li> </ul>	<ul style="list-style-type: none"> <li>• Sport terrain grading</li> <li>• Slopestyle vertical drop</li> <li>• Venue infrastructure (lighting, communication, etc.)</li> <li>• Base area prep (grading, accessibility, rehab for overlay and spectator needs)</li> <li>• Ski lift relocation</li> <li>• Park access road (entry/exit)</li> <li>• Day lodge (from cosmetic upgrades to full buildout)</li> </ul>
<p><b>TO BE DETERMINED</b>  <b>Event:</b> Curling</p>		
<b>MOUNTAINS</b>		
<p><b>CANMORE NORDIC CENTRE</b>  <b>Event:</b> Biathlon and Cross-Country  <b>Owner:</b> Alberta Parks  <b>Management:</b> Alberta Parks  <b>Capacity:</b> 5,000</p>	<ul style="list-style-type: none"> <li>• Another example of a strong '88 legacy</li> <li>• Significant upgrades have already occurred to the facility and a major upgrade is under review by the Province, which will support the continued hosting of Biathlon World Cups</li> <li>• Well maintained by Alberta Parks/Canmore</li> <li>• Strong management/technical team</li> <li>• Knowledgeable staff with proven Olympic/World Cup experience</li> </ul>	<ul style="list-style-type: none"> <li>• Base area development, utility upgrades and facilities relocation, transit site preparation</li> <li>• Para course improvements including snowmaking</li> </ul>

VENUE, EVENT OWNER/ MGMT, CAPACITY	RATIONALE	CAPITAL IMPROVEMENTS
<p><b>NAKISKA</b>  <b>Event:</b> Parallel Giant Slalom, Ski Cross, Snowboard Cross, Slalom, Giant Slalom, Downhill, Super G, Combined  <b>Owner:</b> Province of Alberta  <b>Management:</b> Resorts of the Canadian Rockies  <b>Capacity:</b> 3,750-5,000 depending on the event</p>	<ul style="list-style-type: none"> <li>• Extends the life of Nakiska as a recreational, training and competition venue</li> <li>• Enhances its ability to host local, national and international competitions.</li> <li>• Enhances its ability to host training in early season</li> <li>• Improves the safety and reduces the cost of staging training and competitions</li> <li>• All alpine events being held at one venue limits the need for another village, lowering costs</li> <li>• Strong management/technical team</li> <li>• Knowledgeable staff with proven Olympic/World Cup experience</li> </ul>	<ul style="list-style-type: none"> <li>• Alpine technical courses access</li> <li>• Alpine technical and speed ski courses upgrades</li> <li>• Enhanced safety equipment</li> <li>• Facility and utility upgrades</li> <li>• Base area improvements</li> <li>• Cross/PGS/slope development</li> <li>• Speed course safety netting and fencing</li> <li>• Downhill course tunnel</li> <li>• Warming hut</li> <li>• Environmental Improvements</li> </ul>
<b>WHISTLER</b>		
<p><b>WHISTLER OLYMPIC PARK</b>  <b>Event:</b> Ski Jumping, Nordic Combined  <b>Owner:</b> Whistler Sport Legacies  <b>Management:</b> Whistler Sport Legacies  <b>Capacity:</b> 7,500</p>	<ul style="list-style-type: none"> <li>• Utilizing Whistler Ski Jumps—which meet all International standards, results in over \$50 million in savings</li> <li>• Venue is in good shape and continues to host high level competitions</li> </ul>	<ul style="list-style-type: none"> <li>• Minor ski jump facility renovations</li> <li>• Ski jump summer use ceramic and turf</li> <li>• Ski jump in-run refrigeration upgrades</li> <li>• Cross country trails and ski jump stadium alignment</li> <li>• Utilities (including fibre optic capacity)</li> <li>• General improvements to equipment and to the athlete accommodation facilities</li> </ul>
<b>MAJOR NON-COMPETITION</b>		
<p><b>FATHER DAVID BAUER ARENA</b>  <b>Event:</b> Figure Skating Training  <b>Owner:</b> City of Calgary  <b>Management:</b> City of Calgary</p>	<ul style="list-style-type: none"> <li>• Near figure skating competition venue</li> <li>• International ice surface</li> </ul>	<ul style="list-style-type: none"> <li>• As is</li> </ul>
<p><b>WINSPORT MARKIN MACPHAIL CENTRE</b>  <b>Event:</b> Short Track Training  <b>Owner:</b> WinSport  <b>Management:</b> WinSport</p>	<ul style="list-style-type: none"> <li>• International ice surface</li> </ul>	<ul style="list-style-type: none"> <li>• As is</li> </ul>
<p><b>MAX BELL ARENA</b>  <b>Event:</b> Hockey Training  <b>Owner:</b> City of Calgary  <b>Management:</b> City of Calgary</p>	<ul style="list-style-type: none"> <li>• Two NHL sized rinks</li> <li>• Good proximity to the Village</li> </ul>	<ul style="list-style-type: none"> <li>• Minor upgrades</li> </ul>

VENUE, EVENT OWNER/ MGMT, CAPACITY	RATIONALE	CAPITAL IMPROVEMENTS
<p><b>McMAHON STADIUM</b></p> <p><b>Event:</b> Open &amp; Closing Ceremonies</p> <p><b>Owner:</b> University of Calgary</p> <p><b>Management:</b> McMahon Stadium Society</p> <p><b>Capacity:</b> 40,000</p>	<ul style="list-style-type: none"> <li>• Revitalizing a 58-yr-old stadium for a new generation</li> <li>• Ability to keep a 29,000 capacity stadium as a key facility in the City (expanded to 40,000 for the Games)</li> <li>• Within Foothills cluster which allows for lower security costs etc.</li> </ul>	<ul style="list-style-type: none"> <li>• New entry plaza, ticketing and Fan Zone</li> <li>• New team zone and concourse patio</li> <li>• New and renovated washrooms</li> <li>• New permanent seats, food prep kitchen and concessions</li> <li>• New operations centre</li> </ul>
<p><b>STAMPEDE GRANDSTAND</b></p> <p><b>Event:</b> Medals &amp; Daily Live Site</p> <p><b>Owner:</b> Calgary Exhibition and Stampede Limited</p> <p><b>Management:</b> Calgary Exhibition and Stampede Limited</p> <p><b>Capacity:</b> 25,000</p>	<ul style="list-style-type: none"> <li>• Within Stampede Park cluster, allowing for lower security and logistics costs</li> <li>• Medals &amp; Daily Live Site would allow for a festival-like experience for spectators unable to attend events in other locations</li> </ul>	<ul style="list-style-type: none"> <li>• As is</li> </ul>
<p><b>BMO CENTRE &amp; AGRIMUM</b></p> <p><b>Event:</b> International Broadcast Centre</p> <p><b>Owner:</b> Calgary Exhibition and Stampede Limited</p> <p><b>Management:</b> Calgary Exhibition and Stampede Limited</p>	<ul style="list-style-type: none"> <li>• Largest event space in the city (and only space meeting space requirements) and within the Stampede Park Cluster, allowing for lower security and logistical costs</li> <li>• Capital works will improve the overall guest experience for future events at Stampede and BMO/Big 4</li> <li>• Utilizes a temporary structure to augment space which can be relocated elsewhere in Alberta to be used as an indoor hall, e.g. indoor soccer</li> </ul>	<ul style="list-style-type: none"> <li>• Modification to existing BMO Halls (shell and core component only) to suit IBC/MPC requirements</li> <li>• Minor making good to existing FOH areas of BMO Centre</li> <li>• Modification to existing Big 4 Halls to suit IBC/MPC requirements</li> <li>• Minor making good to existing BOH/FOH areas of Big 4</li> <li>• Boyce Theatre (500 seats)</li> <li>• Site work</li> <li>• Allowance for reinstatement after Olympic Event</li> <li>• Allowance for legacy building modifications (including electrical) and general upgrades to Stampede Park</li> </ul>
<p><b>BIG FOUR CENTRE</b></p> <p><b>Event:</b> Main Press Centre</p> <p><b>Owner:</b> Calgary Exhibition and Stampede Limited</p> <p><b>Management:</b> Calgary Exhibition and Stampede Limited</p>	<ul style="list-style-type: none"> <li>• See above: BMO Centre and Agrium</li> <li>• Co-location with International Broadcast Centre provides security and operational synergies, resulting in lower operating costs</li> </ul>	<ul style="list-style-type: none"> <li>• General finishing and aesthetic refurbishments</li> <li>• Accessibility and access upgrades</li> <li>• Lighting and HVAC upgrades</li> <li>• Services, amenities, and washroom upgrades</li> </ul>

### 3.6 Olympics: Villages

The development strategy for Villages and Accommodation is to build off existing community priorities in both City and Mountain clusters.

CLUSTER	ATHLETES	TEAM OFFICIALS	TOTAL
City	1,720	1,154	2,874
Mountains	1,058	710	1,768
Whistler	155	104	259
<b>TOTAL</b>	<b>2,933</b>	<b>1,967</b>	<b>4,900</b>

#### ATHLETES' VILLAGE: CITY

The City Athletes' Village is proposed for prime residential land that is owned by the City of Calgary as part of the planned Victoria Park Transit Centre relocation. The proposed use as a Village and legacy mixed-use, transit-oriented development is consistent with the *Rivers District Master Plan (2018)*. The design concept for the site is similar to the adjacent, East Village typology, comprising concrete, midrise residential towers on commercial and residential podia. Project delivery will be the responsibility of Calgary Municipal Land Corporation (CMLC).

The proposed Athletes' Village will provide a legacy of market and non-market rental accommodation as well as affordable housing to help meet the needs of Calgary. The proposed development plan includes 70 affordable housing units, 140 attainable housing units (near market pricing) and 500 market units.

LOCATION	STATUS	LEGACY	CAPACITY	DISTANCE FROM VENUE
Rivers District	Planned development	Market, attainable and affordable housing	3,100	16 km max   30 min to WinSport Cluster

#### ATHLETES' VILLAGES: MOUNTAINS

The proposed Canmore Athletes' Village will serve biathlon and cross country athletes and is planned as a perpetually affordable housing complex that would leave a lasting legacy for the Town of Canmore and the Bow Corridor, adding approximately 218 perpetually affordable homes and 24 units as a legacy dedicated to athlete and coach use. The development could be expanded post-Games to add additional perpetually affordable units as required.

The Pomeroy Lodge is proposed as a second Mountain village to house the athletes competing at Nakiska and the Whistler Athletes' Centre will be the accommodation for the ski jumping and Nordic combined athletes.

LOCATION	STATUS	LEGACY	CAPACITY	DISTANCE FROM VENUE
Canmore	Planned non-market housing development	Perpetually affordable housing	1,250	2 km
Pomeroy Lodge (Kananaskis)	Existing hotel with supplemental temporary housing	No change	1,000 (700 beds + 300 temporary)	0.5 km
Whistler	Existing from 2010 Games	No change	350	19 km
<b>TOTAL</b>			<b>2,600</b>	

### 3.7 Olympics: Accommodation

As the Olympic Winter Games has grown over the last 30 years, the accommodation needs have increased substantially. The estimated overall room requirements for the Games are approximately 30,000 rooms in the City of Calgary and the Bow Corridor. These rooms will accommodate key stakeholders, including a need for over 13,000 rooms for media and 5,000 rooms for Games sponsors, for example.

Hotel inventory for 2026 will be contracted with the support of the Calgary Hotel Association and hotels in the Bow Corridor during the Candidature Phase. While accommodation in the Bow Corridor is not a concern, there is a shortfall of approximately 3,500 rooms in the City of Calgary (assuming that the currently planned hotels are constructed). While this gap could be met in a variety of ways, the proposed approach is to use the Games as a catalyst to invest in much needed affordable housing projects, rather than use funding to induce more market housing or rent temporary housing that leaves no legacy for Calgary.

Calgary has one of the lowest stocks of affordable and social housing in the country, relative to the size of the City. There is need for affordable housing units (15,000 unit gap) and market and near market rental housing (17,000 units). There is also a lack of subsidized seniors housing and housing for urban Indigenous peoples. Addressing these shortages is a priority of all three orders of government. Calgary 2026 has proposed that an investment program in inclusive housing be a core legacy of the 2026 Games, focused in the following areas:

- **Affordable housing projects:** 3-4 development initiatives would yield at least 600 units of affordable housing legacy and provide short term solutions for Olympic accommodation requirements prior to being transferred into long term housing services
- **Subsidized seniors housing:** a proposed 200-unit seniors complex would meet Olympic stakeholder needs prior to being put in long term service to seniors
- **Urban Indigenous housing:** housing solutions that may be modeled after successful projects in other cities
- **Student housing:** expansion in post-secondary institutions would provide a short-term solution for the Games and a long-term housing legacy for education

To meet the short term needs for increased accommodation during February 2026, the timing of the investments allow for the housing legacy to be constructed in 2024 and 2025 for completion just prior to the Games. Olympic guests would occupy the units for a month before they are converted into their long-term legacy use. This solution would result in a lasting legacy of affordable housing and help address City of Calgary needs while providing a short-term solution for the Games.

With respect to spectator accommodation, most recent Games have needed to develop creative solutions, as will Calgary. The “sharing economy” has advanced considerably since 2010 and this will enable AirBnB, VRBO and other sharing services to play a significant role in meeting spectator demand, along with the traditional families and friends programs that have worked well in past Games.



## B4. PARALYMPIC GAMES CONCEPT

The Paralympic Games begin 12 days after the Olympic Games Closing Ceremony. The International Paralympic Committee (IPC) is the custodian of the Paralympic Games and host cities work closely with the IPC.

The planning and delivery of the Paralympic Games will be fully integrated with that of the Olympic Games. Integration will be achieved by creating a Paralympic Planning and Integration functional area responsible for the guidance, oversight management and co-ordination of activities (integrated and separate) necessary for the successful delivery of the Paralympic Games. This functional area will be under the Vice President of Paralympic Integration and will report directly to the Chief Operating Officer of HostCo. A Paralympic Integration strategy will be developed and implemented by 2021 to ensure that Paralympic needs are captured in the building and renovation of facilities, marketing and communications.

### 4.1 Paralympics: Key Dates and Sports

PARALYMPICS		
<b>DATES</b>	<b>MARCH 6-15, 2026</b>	
Villages open	February 28, 2026 (7 days prior)	
Villages close	March 18, 2026 (3 days post)	
SPORTS	DISCIPLINES (EVENTS)	INTERNATIONAL PARA SPORT FEDERATIONS
Para Alpine Skiing	Para Alpine Skiing (30)	World Para Alpine Skiing (run by IPC)
Para Bobsleigh	Para Bobsleigh (1)	International Bobsleigh & Skeleton Federation (IBSF)
Para Ice Hockey	Para Ice Hockey (1)	World Para Ice Hockey (run by IPC)
Para Nordic Skiing	Para Biathlon (18) Para Cross-Country Skiing (20)	World Para Nordic Skiing (run by IPC)
Para Snowboard	Para Snowboard Cross and Para Banked Slalom (10)	World Para Snowboard (run by IPC)
Wheelchair Curling	Wheelchair Curling (1)	World Curling Federation (WCF)

*NOTE: Para-athletes are placed in categories for competition based on their impairment, called sport classes. Athletes are grouped by the degree of activity limitation resulting from the impairment*

## 4.2 Paralympics: By the Numbers

CATEGORY	PARALYMPICS
Athletes	750 (400 wheelchair users)
Team Officials	900
Technical Officials	100
Number of Nations	49
Paid and Temporary Staff	2,355
Contractors	10,000
Volunteers	6,500
Accreditations	45,000
Broadcasters (OBS & Rights holders)	2,000
Press	550
Spectators (number of tickets)	300,400

## 4.3 Paralympics: Sports and Venues

CLUSTER	ACTIVITY	COMPETITION VENUE	NON-COMP VENUE
<b>Stampede Park</b>	International Broadcast Centre		BMO and Agrium
	Athletes' Village		New, Rivers District
<b>Foothills Park</b>	Para Ice Hockey	Community Arena (new)	
	Wheelchair Curling	Multi-Sport Complex (new)	
	Opening Ceremonies		McMahon Stadium
	Closing Ceremonies		McMahon Stadium
<b>WinSport</b>	Para Bobsleigh	Sliding Centre	
<b>Kananaskis</b>	Para Snowboard	Nakiska	
	Para Alpine	Nakiska	
<b>Canmore</b>	Para Biathlon	Canmore Nordic Centre	
	Para Cross-country Skiing	Canmore Nordic Centre	
	Athletes' Village		New
	Medal Ceremonies		Canmore

NOTE: Training for Para sports takes place in their competition venues. The Main Press Centre will be decentralized during the Paralympic Games and replaced by enhanced venue media centres for coverage of Paralympic events.

### 4.4 Paralympics: Venue Map

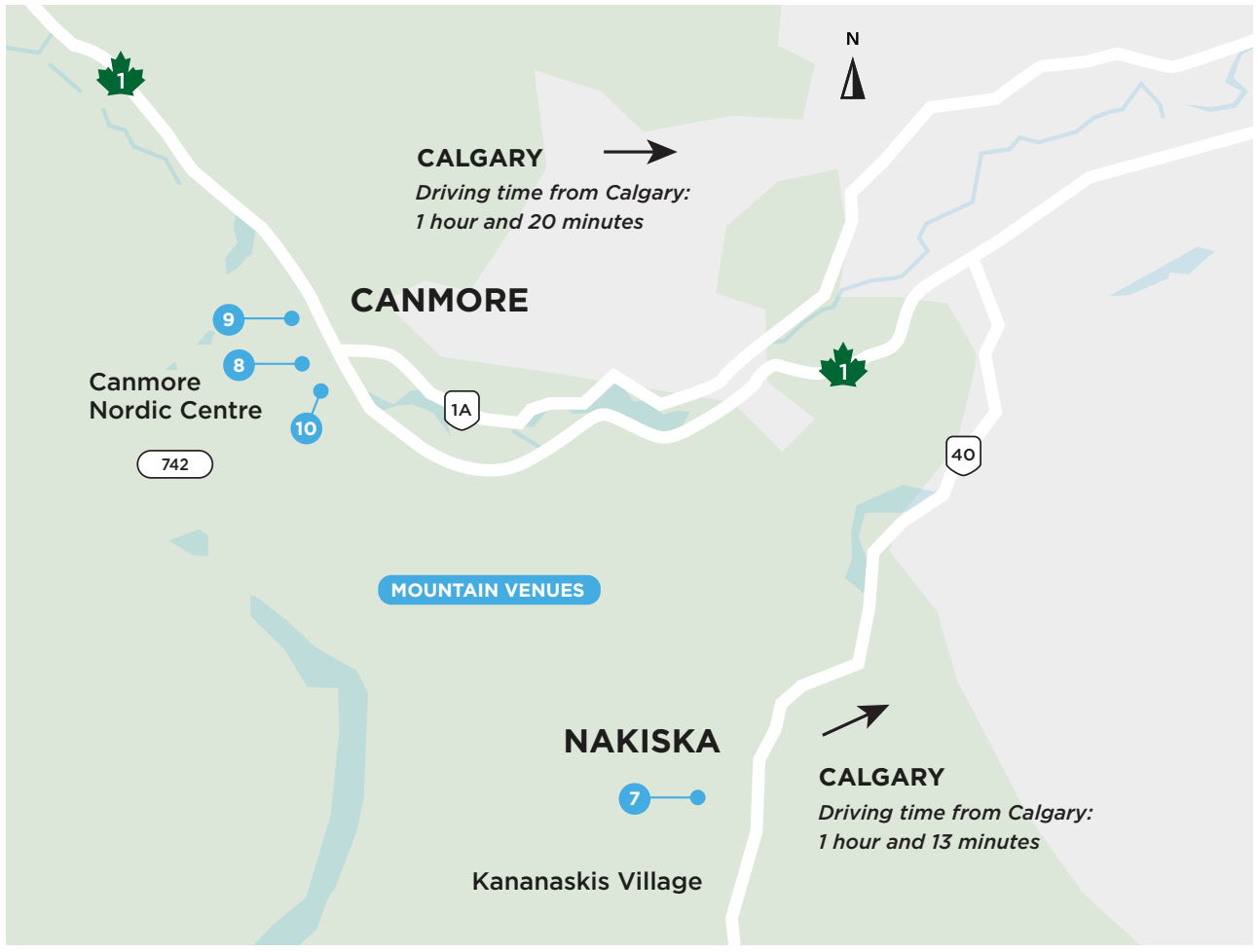
#### PARALYMPICS: WINTER GAMES CALGARY VENUE MAP



**PARALYMPICS: WINTER GAMES MOUNTAIN VENUE MAP**

**MOUNTAIN VENUES**

- 7 Nakiska Ski Area
- 8 Canmore Nordic Centre
- 9 Mountain Athletes' Village
- 10 Medal Ceremonies



#### 4.5 Paralympics: Venue Rationale and Capital Improvements

Where possible the same venue that is being used for the Olympic Games is being used for the Paralympic Games to reduce costs and operational complexity around venue management, broadcast and technology set-up, training of volunteers, transportation solutions, etc. See Section B.3.5 for more detail on rationale and capital improvements to these venues.

VENUE, EVENT	OWNER/MGMT	CAPACITY
<b>CITY</b>		
<b>COMMUNITY ARENA</b> (Mid-Size Arena) <b>Foothills Cluster</b> <b>Event:</b> Para Ice Hockey	<b>Owner:</b> City of Calgary <b>Management:</b> City of Calgary	5,000
<b>MULTI-SPORT COMPLEX</b> (Fieldhouse) <b>Foothills Cluster</b> <b>Event:</b> Wheelchair Curling	<b>Owner:</b> City of Calgary <b>Management:</b> City of Calgary	4,000 *modified for wheelchair curling
<b>WINSPORT SLIDING TRACK</b> <b>WinSport Cluster</b> <b>Event:</b> Para Bobsleigh	<b>Owner:</b> WinSport <b>Management:</b> WinSport	4,510
<b>MOUNTAINS</b>		
<b>CANMORE NORDIC CENTRE</b> <b>Event:</b> Para Biathlon, Para Cross Country Skiing	<b>Owner:</b> Alberta Parks <b>Management:</b> Alberta Parks	5,000
<b>NAKISKA</b> <b>Event:</b> Para Snowboard, Para Alpine Skiing	<b>Owner:</b> Province of Alberta <b>Management:</b> Resorts of the Canadian Rockies	3,750 – 5,000
<b>MAJOR NON-COMPETITION</b>		
<b>MCMAHON STADIUM</b> <b>Event:</b> Open & Closing Ceremonies	<b>Owner:</b> University of Calgary <b>Management:</b> McMahon Stadium Society	40,000
<b>MEDALS PLAZA</b> (TBD) <b>Event:</b> Medals & Daily Live Site	Location within Canmore	TBD
<b>BMO CENTRE &amp; AGRIUM</b> <b>Event:</b> International Broadcast Centre	<b>Owner:</b> Calgary Exhibition and Stampede Limited <b>Management:</b> Calgary Exhibition and Stampede Limited	N/A

#### 4.6 Paralympics: Villages

The development strategy for Villages and Accommodation is to build off existing community priorities in both Calgary and the Bow Corridor. By using the strengths of public and private sectors working together and learning from the experiences in other jurisdictions, the Games can leave a sustainable, positive legacy in the form of increased capacity of inclusive, non-market and affordable housing for Calgarians and Canmorites.

The proposed Canmore Athletes’ Village will serve alpine, snowboard, biathlon and cross country athletes during the Paralympics and is planned as a perpetually affordable housing complex that would leave a lasting legacy for the Town of Canmore and the Bow Corridor, adding approximately 218 perpetually affordable homes and 24 units dedicated to future athlete and coach use. The development could be expanded post-Games to add additional perpetually affordable units as required.

The Calgary based athletes will stay in the City village, which will be downsized appropriately to accommodate the smaller number of athletes and team officials. A full description of the City village concept is included in Section B.3.6.

CLUSTER	ATHLETES	TEAM OFFICIALS	TOTAL
City	250	300	550
Mountains	500	600	1,100
<b>TOTAL</b>	<b>750</b>	<b>900</b>	<b>1,650</b>

##### ATHLETES’ VILLAGE: CITY

LOCATION	STATUS	LEGACY	CAPACITY
Rivers District, City of Calgary	Planned development	Market, attainable and affordable housing	700 beds in Paralympic mode

##### ATHLETES’ VILLAGE: MOUNTAINS

LOCATION	STATUS	LEGACY	CAPACITY
Canmore	Planned non-market housing development	Affordable and employee housing	1,250

#### 4.7 Paralympics: Accommodation

The Paralympic Games do not face the same capacity challenges for accommodation that are present during the Olympic Games and so do not require a specific strategy. The hotel contracting program for 2026, and the accommodation strategy in general, includes rooms needed for all Paralympic client groups, e.g. Paralympic Family, workforce and security resources, etc.

## B5. OTHER CONCEPT ELEMENTS FOR BOTH GAMES

### 5.1 Additional Facilities Required

In addition to the Athletes’ Villages, competition and training venues, and major non-competition venues such as media centres and ceremonies venues mentioned above, there are many other support facilities and services required for staging the Games. HostCo will generally contract with existing facilities for these needs, with the exception of the new accommodation proposed for the inclusive housing legacy which will be used to accommodate media and workforce.

SUPPORT FACILITIES LIST—HOSTCO					
TYPE	NAME	O	P	ACTIVITY	
Accommodation	Olympic Family Hotel	Y	N	Olympic Family accommodation, and protocol, IOC official headquarters and offices.	
	Olympic Family Hotel #2	Y	N	Olympic Family overflow accommodation, Observer Program and additional IOC offices.	
	Olympic Family Hotel #3	Y	N	Olympic Family overflow accommodation, additional offices.	
	Paralympic Family Hotel	N	Y	Paralympic Family accommodation, and protocol, IPC official headquarters and offices.	
	Paralympic Family Hotel #2	N	Y	Paralympic Family overflow accommodation, Observer Program offices, additional IPC offices.	
	Media Village	Y	N	Media accommodation location(s)	
	Additional Team Official Accommodation	Y	N	Additional accommodation for Team Officials not accommodated in the Athletes’ Village.	
	Workforce Accommodation	Y	Y	Workforce accommodation location(s).	
Accreditation	Uniform Distribution & Accreditation Centre—Calgary	Y	Y	Validation and distribution of accreditation, uniform distribution and storage, Volunteer recruitment.	
	Uniform Distribution & Accreditation Centre—Mountain	Y	Y	Validation and distribution of accreditation, Uniform distribution and storage, Volunteer Recruitment.	
	Uniform Distribution & Accreditation Centre—Whistler	Y	N	Validation and distribution of accreditation, uniform distribution and storage, volunteer recruitment.	
Airports	Calgary International Airport (YYC)	Y	Y	Official Port of Entry/Exit for accredited clients.	
	Calgary Springbank (YBW)	Y	Y	Additional airport for Broadcast requirements.	
	Toronto Pearson International Airport (YYZ)	Y	Y	First Port of Entry for many accredited clients.	
	Vancouver International Airport (YVR)	Y	Y	First Port of Entry for many accredited clients.	
Ceremonies	Ceremony rehearsal site(s)	Y	Y	Ceremony rehearsal locations.	
	Ceremony set—design location(s)	Y	Y	Ceremony set design and build.	
Doping Control	Anti-Doping Support Facility	Y	Y	Holding facility until samples are transferred to Laboratory (Montreal).	
Retail	Retail location—Calgary	Y	Y	Main retail store for Games products.	
	Retail location—Mountains	Y	Y	Main retail store for Games products.	
	Retail location—Whistler/Vancouver	Y	N	Main retail store for Games products.	

SUPPORT FACILITIES LIST—HOSTCO				
TYPE	NAME	O	P	ACTIVITY
Media Centre	Satellite Farm	Y	Y	Satellite communications infrastructure for broadcasters.
Offices/ Operations Centres	HostCo Games Headquarters	Y	Y	Office and administration for HostCo staff.
	HostCo Mountain Office	Y	Y	Office and administration for HostCo staff.
	Ceremony Office Space	Y	Y	Offices and administration for Ceremonies.
	Main Operations Centre	Y	Y	Central operational control of entire Games. Houses Functional Area Command Centres and external agencies (police, fire, EMS, city transportation, etc.)
	Protocol Operations Centre	Y	Y	Main centre for coordinating dignitaries during the Games.
	Technology Operations Centre	Y	Y	Main centre for coordinating and monitoring technology across the Games.
	Transport Operations Centre	Y	Y	Main centre for coordinating public transport and road networks during the Games.
Technology	Primary Data Centre	Y	Y	Primary data systems.
	Secondary Data Centre	Y	Y	Back up computer system to the Primary Data Centre.
	Internet Data Centre	Y	Y	Hosting servers for the website and other web-based applications.
	Telecommunication Support Office	Y	Y	Provide data connectivity between the supplier and headquarters.
Ticketing	Main Ticket Box Office—Calgary	Y	Y	Ticket sales and customer service.
	Ticket Box Office—Mountain	Y	Y	Ticket sales and customer service.
	Ticket Box Office—Whistler/Vancouver	Y	N	Ticket sales and customer service.
	Ticket Customer Service Call Centre	Y	Y	Ticket sales and customer service.
Transport	Bus Depot—Calgary	Y	Y	Staging, cleaning, fueling, maintenance, administration and management of buses and related personnel.
	Bus Depot—Mountain	Y	Y	Staging, cleaning, fueling, maintenance, administration and management of buses and related personnel.
	Fleet Depot—Calgary	Y	Y	Staging, cleaning, fueling, maintenance, administration and management of fleet.
	Fleet Depot—Mountain	Y	Y	Staging, cleaning, fueling, maintenance, administration and management of fleet.
	Bus/Fleet Depot—Curling (if hosted outside of Calgary)	Y	N	Staging, cleaning, fueling, maintenance, administration and management of fleet.
	Park and Ride—Calgary	Y	Y	Spectator park and ride to City venues.
	Park and Ride—Mountain	Y	Y	Spectator park and ride to Mountain venues.
	HostCo fleet vehicle parking for headquarters	Y	Y	Staging, cleaning, administration and management of fleet and related personnel.



SUPPORT FACILITIES LIST—HOSTCO				
TYPE	NAME	O	P	ACTIVITY
Warehouses & Logistics	Main Distribution Centre (MDS)	Y	Y	Warehousing, logistics, Technology Distribution Centre, Equipment Deployment Centre, Medical Warehouse, pre-Games Warehouse.
	Secondary Distribution Centre—Mountain	Y	Y	Warehousing, logistics.
	Fabrication Shop	Y	Y	Manufacture and distribution of overlay items.
	Look of the Games Storage	Y	Y	Storage and sorting of look treatments and wayfinding signage.
	Lost and Found Claims Centre	Y	Y	Central storage and claims centre for lost items at Games venues.
Security & Logistics	Remote Vehicle Screening Area—Calgary	Y	Y	Truck and vehicle security screening and sealing.
	Remote Vehicle Screening Area—Mountain	Y	Y	Truck and vehicle security screening and sealing.
Volunteer Centres	Volunteer Training Centre—Calgary	Y	Y	Workforce recruitment, training and support activities.
	Volunteer Training Centre—Mountain	Y	Y	Workforce recruitment, training and support activities.

## 5.2 Cultural Program

*Culture is the expression and celebration of the values and aspirations of a community or communities. It includes the sharing of ideas; learning through expression in the fine, visual, literary, media, material and performing arts; heritage; and the shared experiences of history.<sup>4</sup>*

*Culture is who we are, what we value, what we consider beautiful, how we spend our time and how we think about and treat others.<sup>5</sup>*

In 1892, Baron de Coubertin founded the Olympic Movement and the Modern Olympic Games on the twin pillars of Sport and Culture. His primary objective was to bring people together through sport for the purpose of intercultural exchange; to increase intercultural understanding and promote the prospects for world peace. Each HostCo includes a Culture Function that is tasked with producing programs and activities to serve these objectives.

<sup>4</sup> A Cultural Plan for Calgary; City of Calgary The Spirit of Alberta, Alberta’s Cultural Policy; Government of Alberta

<sup>5</sup> The Spirit of Alberta, Alberta’s Cultural Policy; Government of Alberta

The original format for the Games host nation's artistic showcases evolved into an Olympic Arts Festival, which presented multidisciplinary offerings including local, national and international artists and arts organizations. The Arts Festival contributed to the celebratory nature of the Games and capitalized on the opportunity to share different creative and cultural perspectives among the festival participants, audiences, media, and other Games participants.

### **PARALYMPIC MOVEMENT AND CULTURE**

The Olympic Movement is now paralleled by the Paralympic Movement and Olympic values are complemented by the Paralympic values of Determination, Inspiration, Courage, and Equality. The Paralympic Games offer parallel opportunities for cultural expression and celebration and for achieving social, economic and sustainability objectives.

### **LINGUISTIC DUALITY**

Calgary 2026 is passionate about Calgary's and Canada's cultural diversity advantages. This begins with our French/English linguistic duality which we share with the Olympic Movement. To celebrate these strengths, Calgary 2026 will not only operate and communicate in Canada's two official languages, our Culture, Celebrations, and Ceremonies programming will showcase the creativity and language of Francophone culture.

### **THE CONTEMPORARY CULTURAL OLYMPIAD AND EDUCATION PROGRAM**

With a priority on maximizing citizen and visitor participation and engagement, Games-time-only activity is now supplemented by multi-year programs. Arts Festivals have evolved in scope to become a more inclusive showcase of diverse arts and popular culture including meaningful engagement with Indigenous peoples' traditional and contemporary expressions. All of this has now expanded with the ever-increasing opportunities to reach and engage people through the digital/virtual realm.

Because the Cultural Olympiad and Education programs and activities are not tied to specific venues, geography, or Games-time dates, activities can take place locally, regionally, nationally, and even internationally. Targeted programs can be developed to assist partners individually and collectively in achieving their social, economic, sustainability and communications goals, and help sponsors with their activation objectives. All these activities culminate with 6-8 weeks of Games-time Arts Festival to create the celebratory context for the Olympic and Paralympic Games experience.

As a complement to the artistic activities of the Culture pillar, the IOC added Olympic Education programs with a particular focus on youth. These programs are mandated to share the vision of Olympism and values of the Olympic Movement—Friendship, Excellence, and Respect. Olympism refers to the philosophy of the Olympic Movement, which, "...seeks to create a way of life by blending sport, culture, education and international cooperation." Our education programs will fully integrate Olympic and Paralympic elements.

## PROGRAM SCOPE

The Culture Function within HostCo contributes substantially to aspects of planning and development where culture is a consideration across the many functions that make up the Games. The following required programs are ones where the Culture Function leads the planning and development:

- Handover Ceremony
- Cultural Olympiad and Games time Arts Festival
- HostCo role in Celebration/Live Sites
- Education Programs
- Opening, Closing and Medal Ceremonies
- Torch Relays
- Olympic/Paralympic “Experience”
- Olympic Truce

Culture also contributes substantially to planning and development of:

- Athletes’ Villages entertainment
- Venue and Line-up Entertainment
- Partners’ Programs and Activations
- Sponsorship Development and Sponsor Activation
- Others to be determined by the HostCo and Partners

## IMPACTS AND LEGACIES

Based on the models and experience of Vancouver 2010 and London 2012, HostCos can, with confidence, work with partners, sponsors and the community to create programs designed to achieve shared ambitious goals, including to:

- Animate the Host Communities in an atmosphere of pride and celebration that aims to connect communities and engage everyone
- Maximize public participation and engagement in the Olympic and Paralympic Experience (including low and no cost options)
- Engage Canadians nation-wide to share in the Olympic and Paralympic Experience
- Educate youth across Canada and around the world in the values of excellence, friendship, human development, respect and teamwork
- Distinguish the Calgary 2026 Games from all other Games in the hearts and minds of those present, Canadians nation-wide, and participants and observers around the world
- Present a high-performance showcase of the host communities’ and the nation’s powerfully diverse arts and popular culture—including or showcasing Indigenous and multi-cultural innovation and creativity
- Leave legacies of national and community unity and pride, strengthen the creative sector and enhance Canada’s reputation world-wide

## A PARTNERSHIP APPROACH

The HostCo Culture budget and organizational capacity could never deliver this breadth and depth of cultural programming alone. A collaborative approach is necessary whereby HostCo; partners; arts, cultural and heritage organizations; community groups; foundations; libraries; school boards; individual teachers; other provinces and territories; and many others realize their individual and shared objectives through co-produced and coordinated programs.

### 5.3 Official Languages

Canada's celebrated diversity includes one of language as is evidenced by our Official Languages Act. More than that, it is an integral part of our Canadian identity. Our value of Better Together, while reflecting our wider multiculturalism and inclusion of all peoples, includes a commitment to our linguistic duality of French and English. This requires a cross-organizational approach, similar to Paralympic planning, accessibility and sustainability, where every function plays an important part in ensuring we are delivering on official language commitments from ensuring all public material is provided in both languages, to providing translation and interpretation services, to hiring a workforce representative of our country's demographic makeup.

An Official Languages function will be established to centrally manage some key services, such as translation and interpretation, but also to work with all functions across the organization. We are committed to providing high-quality information to residents and visitors in both official languages, which includes communications and marketing material, signage and way finding, sponsor recognition, cultural programs, and translation of bios, Olympic News Service, results, etc. We have included the cost of these services in the respective functional budgets to ensure that those with the technical ability to implement them have the funds they need, just as we have decentralized Paralympic costs and sustainability costs.

### 5.4 Indigenous Peoples Engagement

Reconciliation is a process of building a relationship with Indigenous peoples through learning, listening, and acting and we are committed to establishing a meaningful relationship in a respectful way. BidCo is going to be partnering with the Indigenous peoples on whose traditional lands these Games would take place and together, discuss how best to identify opportunities and impacts of hosting the Games.

While we have used the term Indigenous people throughout this hosting plan, we would like to acknowledge the First Nations, Métis and Inuit peoples of Alberta and throughout Canada. We specifically would like to acknowledge the Indigenous peoples on whose traditional lands these Games will take place: Treaty 7 First Nations, which includes the Blackfoot Confederacy made up of the Siksika, Piikani, and Kainai First Nations and the Stoney Nakoda Nations which includes the Chiniki, Bearspaw, and Wesley First Nations and Tsuut'ina First Nation. We would also like to acknowledge the homeland of the historic Northwest Métis and the Métis Nation of Alberta, Region 3.

The Truth and Reconciliation Commission's work is vital to our country and we are committed to addressing the Calls to Action in the planning and delivery of the Games, including but not limited to those that speak directly to Sport and Reconciliation (Calls to Action 87 to 91). We hope that the Games can allow for a fuller relationship with Indigenous peoples, one from which we can learn and grow.



## HOSTCO LEADERSHIP AND OPERATIONAL STRUCTURE

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## C1. HOSTCO ROLE

HostCo is the main entity responsible for coordinating all matters relating to the Olympic and Paralympic Games. It has an approximately six and a half year planning cycle, establishing functions and services for all aspects of the Games.

HostCo must comply with the Olympic Charter, the Host City Contract and Operational Requirements and the instructions of the IOC Executive Board. HostCo must also work with other parties who play a vital role in the Games, such as government partners and International Federations and International Paralympic Sport Federations.

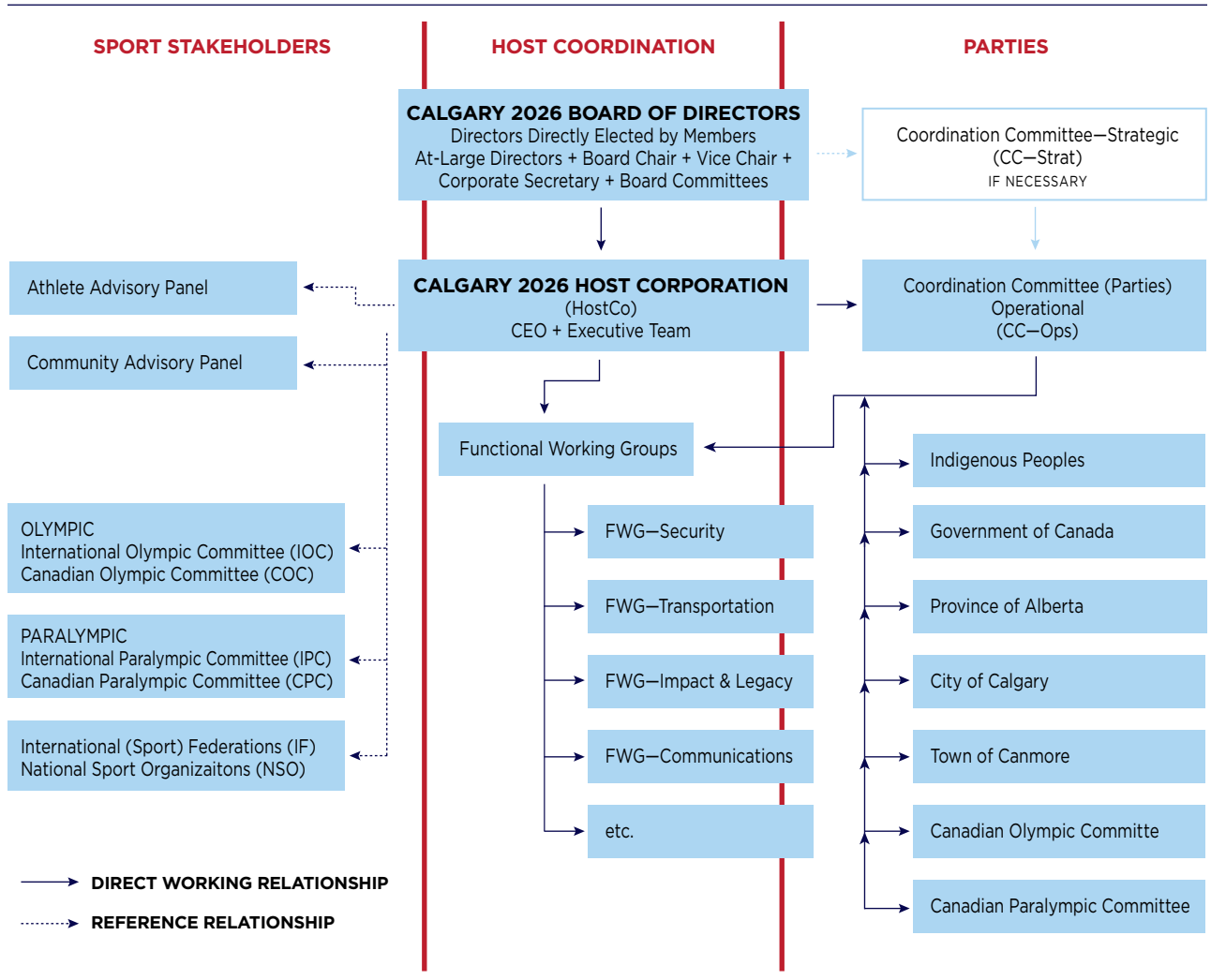
If Calgary continues with the bid and is awarded the Games, the BidCo Board structure, values, policies, procedures and staff will usually form the basis of a new HostCo.

A unique Canadian requirement is that the BidCo partners will create a Multi-Party Agreement at the bid stage which creates a clear understanding of each partner's future roles and responsibilities should the bid be won.

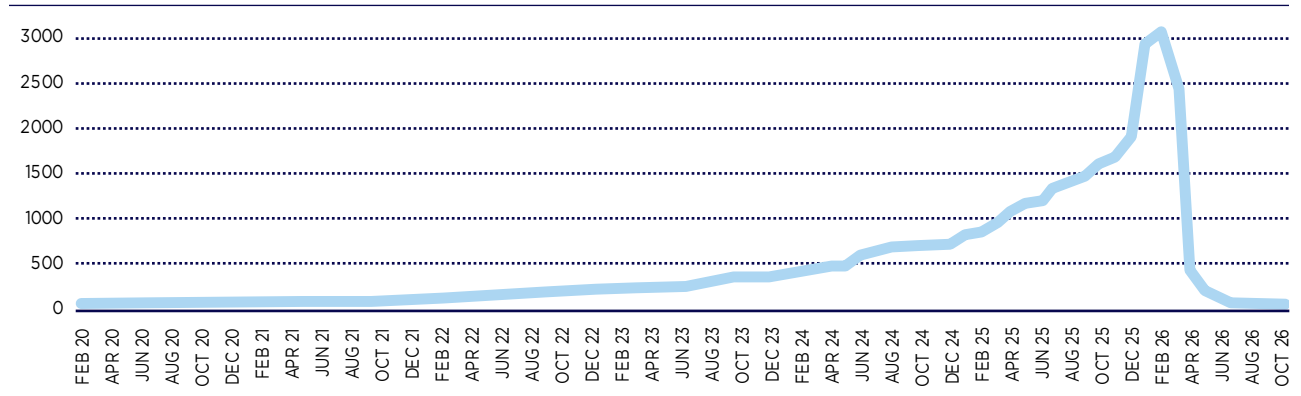
## C2. ORGANIZATIONAL STRUCTURE

### 2.1 Governance Structure

#### CALGARY 2026 COLLABORATION MATRIX—HOSTING PHASE



## 2.2 Headcount



This chart shows the number of people in HostCo working in paid and temporary staff roles. It does not include contractors, security personnel, essential services staff or volunteers. The staffing plan follows the IOC New Norm guidelines such as to not hire any operational staff in the strategic planning phase. As such, the plan follows the phases below and ensures the right people are on board in time to accomplish the necessary activities.

Volunteers are a key element of the Games-time workforce, holding positions across all functions and levels of Games delivery. It is anticipated that the Games will include 18,000 Olympic volunteers and 6,500 Paralympic volunteers.

## 2.3 Roadmap

2020	2021	2022	2023	2024	2025	2026
STRATEGIC PLANNING PHASE			OPERATIONAL PLANNING PHASE		GAMES DELIVERY PHASE	
<ul style="list-style-type: none"> <li>Board of Directors in Place</li> <li>CEO Hired</li> <li>Recruitment of Senior Leadership Team</li> </ul>	<ul style="list-style-type: none"> <li>VPs begin to be hired</li> <li>Paralympic Planning Strategy Developed</li> <li>Vision &amp; Legacy Strategy</li> <li>Stakeholder Mapping</li> <li>Sponsorship Strategy &amp; Sales Begin</li> <li>Staffing Model Developed</li> <li>Capital Works Begin</li> <li>Cultural Program Partnership Strategy</li> </ul>	<ul style="list-style-type: none"> <li>All VPs in Place</li> <li>Select Directors Begin to be Hired</li> <li>Beijing 2022 TOK</li> <li>Field of Play Requirements Confirmed with IFs</li> <li>Overlay—Space Planning</li> </ul>	<ul style="list-style-type: none"> <li>Operational Delivery Leads Hired</li> <li>Foundation Plans</li> <li>Function Ops Plan</li> <li>Identification of Facilities &amp; Sites</li> <li>Model Venue Plan</li> <li>CAD Revision</li> <li>Initial Customers Service Levels Set</li> <li>Test Event Planning Begins</li> <li>Cultural Olympiad Plan</li> </ul>	<ul style="list-style-type: none"> <li>Venue Ops Plan (V1)</li> <li>Games-time Policies &amp; Procedures</li> <li>Test Event Staging</li> <li>Volunteer Recruitment &amp; Assignment</li> <li>Chef de Mission Meeting</li> <li>Procurement of Commodities</li> </ul>	<ul style="list-style-type: none"> <li>Test Event Delivery</li> <li>Games Readiness                             <ul style="list-style-type: none"> <li>• Tabletops</li> <li>• Simulations</li> <li>• Rehearsals</li> </ul> </li> <li>Contingency Planning</li> <li>Venue Ops Plan (V2)</li> <li>Transition Planning</li> <li>Chef de Mission Meetings</li> <li>Olympic Torch Relay Begins</li> <li>Handover of Villages</li> </ul>	<ul style="list-style-type: none"> <li>MOC Operational Villages Open</li> <li>Olympic Games Delivery</li> <li>Paralympic Torch Relay</li> <li>Transition</li> <li>Paralympic Games Delivery</li> <li><b>DISSOLUTION PHASE</b></li> <li>Decommission of Venues &amp; Villages</li> <li>Disposal of Assets</li> </ul>



### C3. RISK MANAGEMENT

HostCo will implement an Enterprise Risk Management (ERM) framework in accordance with ISO 31000:2018 in order to proactively manage risk and make well-informed decisions. A VP Risk will report to the CFO who will review the risk register and contingency plans with the Finance and Audit Committee of the Board on a regular schedule.

A comprehensive insurance program will be put in place to insure against known risks that cannot otherwise be mitigated.



## D1. FINANCIAL METHODOLOGY

### 1.1 Methodology and Approach for HostCo Operating Costs

A robust methodology and approach was taken to develop the estimates for the 2026 Games.

In order to develop the budget structure, the organization of the Games is divided into smaller definable parts called functional areas or functions, and then further broken into work packages, which are collections of like work. A scope of work was determined for each functional area with proposed work packages and standard budget templates.

Given the compressed timeframe, subject matter experts (SMEs) were engaged to develop bottom-up budgets for each functional area. SMEs were provided with:

- Functional Area and work package scopes of work
- Budget templates
- Detail on the VANOC operational budget for benchmarking purposes
- Base assumptions for the Calgary 2026 Games
- Ongoing support and collaboration from the BidCo team
- IOC New Norm guidelines

Budgets submitted by the SMEs were then reviewed and analyzed by internal experts to identify scope gaps and overlaps. Part of the analysis included identifying significant cost areas and comparing such costs to benchmark VANOC and CBEC budgets to identify significant variances as well as their causes.

The revenues and costs that were directly attributable to the Paralympic Games were identified and percentage allocations were made for the balance of revenues, based in part on feedback from the IOC on TOP Sponsorship revenues and in part on averages attained from functions that could be specifically identified.

Additional work was done on the compiled SME budgets, including:

- Clarification of key assumptions
- Evaluation of the impact of the IOC's New Norm plan

As part of the analysis, timing for the revenues and costs has been estimated based on actual cash flows from the Vancouver 2010 Games.

It should also be noted that the budget was developed with the assumption that guarantees to waive fees that include, but are not limited to entry and exit of people (such as fees for visas, biometric requirements, electronic travel authorization, work permits, Labour Market Impact Assessments), entry and exit of goods (such as firearms fees) would be provided by the Federal Government, as was done for Vancouver 2010, and by all other countries hosting the Olympic and Paralympic Games. It is difficult to quantify the amount of exposure should these not be waived. However, not having these guarantees would provide a significant exposure to the City as a signatory of the Host City Contract.

### 1.2 Inflation and Escalation

All of the operations projections (cost and revenue) have been completed in 2018 dollars. They have been escalated to 2026 dollars in the funding request (Section E.4) based on the Economist Intelligence Unit (EIU) factor of 12.28%.

### 1.3 Foreign Currency

Revenues and expenditures that are denominated in foreign exchange have been converted to Canadian dollars at the current prevailing rates of exchange. HostCo will employ a strategy of hedging and matching with respect to the inflows and outflows of foreign denominated currencies to control foreign exchange risk.

### 1.4 Taxes

GST will generally be fully recoverable on operating expenditures based on past Games precedents.

### 1.5 Value in Kind (VIK)

A process of matching value in kind expenditures with value in kind revenues has been undertaken and will be continually refined by HostCo based on the terms and conditions of sponsorship arrangements entered into.

### 1.6 Validity of Estimates

Contingencies have been applied at a rate of 10% for operational expenditures. Contingency of 10% has also been applied to the Sponsorship revenue total. Contingencies were not applied to the other forms of revenue because the amounts are either already known (IOC revenues) or considered relatively low in risk given past Games performance.

### 1.7 Olympic vs Paralympic Estimates

Paralympic revenues and costs have been identified, either by specific examination of discrete costs, or by using % allocations in order to develop income and expense estimates for both Games.

## D2. OPERATIONAL REVENUE

The majority of the HostCo operational budget is funded by three sources:

- The IOC, which committed to providing \$925 million US in cash and value-in-kind to the host of the 2026 Games, of which 29.5% represents the value of services provided directly by the IOC and not carried in the HostCo operating budget. Of the overall total, \$652 million US is carried in the HostCo revenue estimates (\$751 million CDN Olympic and \$12 million CDN Paralympic converted and discounted back to 2018 dollars and \$835 million CDN Olympic and \$13 million CDN Paralympic in 2026 dollars) and represents the HostCo share of TV rights and International Sponsorships sold by the IOC.
- Domestic sponsors, made up of private corporations who purchase the right to affiliate with the Games and the Canadian Olympic and Paralympic Teams
- Consumers, who purchase tickets to events, merchandise and licensed products, such as apparel, pins, stuffed mascots, etc.

## 2.1 IOC Contribution

The IOC contribution comprises four elements:

- The Olympic Partners (TOP) sponsorship program provides cash and VIK in specific categories such as technology, credit card services, and food, among others. The IOC have informed us that we could consider 5% of the TOP revenue as derived from Paralympic rights.
- Broadcast revenue is provided based on an IOC-provided figure that represents a share of the amount the IOC has been able to raise selling global broadcast rights.
- General assistance and transfer of knowledge (TOK) includes VIK services by IOC experts and access to documents and data from past Games—this element is not included in the HostCo revenue or expenditure budget.
- Olympic Broadcasting Services (OBS) is a turnkey solution provided through VIK to produce a host broadcast feed of competition venues as well as Opening and Closing Ceremonies, which is used by rights holding broadcasters to stream the Games into their home countries—this element is not included in the HostCo revenue or expenditure budget. This service covers the Olympic Games only; HostCo must separately budget for the Paralympic Games host broadcast.

## 2.2 Domestic Sponsorship

HostCo runs a domestic sponsorship program to sell Olympic and Paralympic rights in exclusive categories (non-competing with TOP Sponsors). The program is based on tiers with a limited numbers of sponsors granted exclusivity within their categories and a certain number allowed per tier to ensure that sponsor integrity within the tier is maintained (meaning equal contribution for equal grant of rights/benefits). Domestic categories include banking, telecommunications, airline, uniforms/apparel, precious metals, quick service restaurants, mining, oil and gas exploration and retail stores, etc. as well as the opportunity for a few partners within this group to associate with the Olympic and Paralympic Torch Relays. 5% of this revenue has been applied to the Paralympic rights.

## 2.3 Ticket Sales

Ticket revenue is based on the size and configuration of the venues with prices varying based on popularity of the event and location of seat. Typically, a minimum of 70% of tickets goes to the general public and 30% to the Games Family (e.g. IOC, IPC, National Olympic and Paralympic Committees, sponsors, VIPs and dignitaries, etc.). All tickets are paid for, including Governments, NOCs/NPCs, IOC, sponsors. Tickets for international spectators must be purchased through the National Olympic or Paralympic Committee of their country.

This plan assumes 1.4 million tickets will be sold for the Olympic and Paralympic Games, with 70% of all Olympic tickets under \$150 and 74% of Paralympic tickets under \$40. It assumes tickets are sold to an average of 91% capacity for the Olympics and 77% for Paralympic while recognizing that prime events such as hockey finals, figure skating and Opening Ceremonies are sold out.

## 2.4 Licensing and Merchandising

Licensing and merchandising revenue includes royalties from licensees and net proceeds from retail operations selling various merchandise such as apparel, pins, stuffed mascots, coins, stamps etc. This program includes running a Superstore with Olympic and Paralympic merchandise and merchandise kiosks in key venues. This program also includes initiatives such as the Red Mitten program in Vancouver, which generated substantial net proceeds.

## 2.5 Government Contribution

Given the importance of the Paralympic Movement and the Paralympic Games, a Government contribution has been included to reflect the Governments' commitment to ensure the Paralympics Games are an aligned and inclusive event, and treated with the same proportional equity as the Olympic Games. Government contributions to the Paralympic Games have occurred for every edition and are an accepted and valued element in the budget.

## 2.6 Miscellaneous Revenues

This revenue comes from a variety of sources including donations, fundraising programs, asset disposal, cultural ticket sales, etc.

### HOSTCO OVERALL FINANCIAL SUMMARY

FUNDING OF HOSTCO OPERATIONS (IN MILLIONS)	C \$ 2018	C \$ 2026
<b>OLYMPIC GAMES</b>		
<b>Revenue</b>		
IOC Contribution (broadcast & TOP sponsors)	\$ 751	\$ 835
Other revenues (domestic sponsors, ticketing, merchandising, etc.)	1,404	1,582
<b>Subtotal Revenue</b>	2,155	2,417
Expenses	2,155	2,417
<b>NET PROFIT/LOSS OLYMPIC GAMES</b>	<b>\$ (0)</b>	<b>\$ (0)</b>
<b>PARALYMPIC GAMES</b>		
<b>Revenue</b>		
IOC Contribution (TOP sponsors)	\$ 12	\$ 13
Other revenues (domestic sponsors, ticketing, merchandising, etc.)	66	74
Government contribution	218	245
<b>Subtotal Revenue</b>	296	332
Expenses	296	332
<b>NET PROFIT/LOSS PARALYMPIC GAMES</b>	<b>\$ (0)</b>	<b>\$ (0)</b>

## D3. OPERATIONAL EXPENSES AREAS

### HOSTCO OPERATIONAL EXPENSES SUMMARY

<i>in millions</i>	BUDGET C\$ 2018		BUDGET C\$ 2026	
	OLY	PAR	OLY	PAR
1. People and Impact	\$ 354	\$ 49	\$ 398	\$ 54
2. Games Operations	985	162	1,106	182
3. Finance	65	9	73	10
4. Marketing & Communications	544	53	611	60
5. Legal Services	7	1	8	1
Contingency	200	22	221	25
<b>OPERATIONAL EXPENSES TOTAL</b>	<b>\$ 2,155</b>	<b>\$ 296</b>	<b>\$ 2,417</b>	<b>\$ 332</b>

### 3.1 Division 1: People and Impact

#### HRM—HUMAN RESOURCE MANAGEMENT

Human Resource Management is responsible for strategic workforce planning, creation and care of corporate culture, recruitment of paid and temporary staff, HR policies and practices and compensation management.

#### IRL—INDIGENOUS RELATIONS

#### LCY—LEGACY

#### SUS—SUSTAINABILITY

Sustainability, Legacy and Indigenous Relations is responsible for:

- Designing and managing the Sustainability and Legacy Framework, including policy, overall strategy, implementation plans, the Sustainability/Legacy Management System, governance, reporting, engagement and procurement
- Engaging with our Indigenous Partners and developing, implementing and reporting on specific related programs and initiatives.

#### WKF—WORKFORCE

Workforce is responsible for strategic workforce planning, developing pre-Games and Games-time volunteer programs, volunteer training, centralized recruitment, coordination and assignment of volunteers for all functions, design and delivery of workforce and volunteer uniforms and workforce communications. Uniforms are provided to the entire workforce, including employees, some contractors and all volunteers. Typically, a significant portion of uniform costs is provided through domestic sponsor VIK.

## 3.2 Division 2: Games Operations

### ACM—ACCOMMODATIONS

Accommodations is responsible for securing, managing and providing and/or coordinating lodging for specific categories of accredited people attending or participating in the Games, and ensuring that quality and operational standards are met. This includes all Games Family (IOC/IPC, IFs/IPSFs, sponsors, dignitaries, etc.) plus workforce, contractors, media, security, etc.

### ACR—ACCREDITATION

Accreditation is responsible for registering all Games participants and granting access privileges by issuing Olympic/Paralympic identification and accreditation cards. The function will manage accreditation centres and facilities where the accreditation cards will be issued. It is also responsible for collecting and validating all accreditation applications.

### BCI—BROADCAST INTEGRATION

Broadcast Integration is responsible for liaising between Olympic Broadcasting Services (OBS) and HostCo to ensure planning, preparation and the provision of the facilities and services required for the operation of the Olympic Broadcast System as well as between the IPC and rights holders for the Paralympic Games. This function also includes the cost of the Paralympic Games host broadcaster.

### CYO—CITY OPERATIONS

City Operations coordinates planning between HostCo and the host municipalities with respect to requirements of the Games and the various stakeholder groups.

### FAB—FOOD AND BEVERAGE

Food and Beverage is responsible for delivering a variety of food and beverage products to our customers throughout the venues and villages with a focus on reduction of waste including recycling, composting, and reduction of packaging.

Food and beverage services can be broken down into two categories for food service constituent groups:

- **Obligatory Catering**—includes workforce, athletes and Games Family. FAB will provide and assume cost for food service to these constituent groups.
- **User Pay**—includes media, sponsors and spectator concessions. FAB will facilitate services to these groups but does not hold a budget for providing any of these services.

### GPP—GAMES PLANNING

Games Planning is responsible for the overall project management for the Olympic and Paralympic Games, working in conjunction with partner planning groups. This comprises the development and implementation of the Games Roadmap including Project Reviews, the Games-time planning forum and all Command, Control and Communications (C3) functional activities, including the HostCo Games Readiness program and the Main Operations Centre development and management during both Games.

### ICS—INTERNATIONAL CLIENT SERVICES

International Client Services is responsible for the management of all pre-Games and Games-time IOC/IPC meetings, Olympic/Paralympic Family services at Games time, management of the Games Observer program, management of the Olympic and Paralympic Family hotels, language and interpretation services including at competition venues, etc.



### **LOG—LOGISTICS**

Logistics is responsible for ensuring the materials and equipment required to plan and execute the Olympic and Paralympic Games are identified, received, stored, delivered, recovered and disposed of in the most efficient and effective means—proper quantities, best all-in cost, and at the required time.

### **LOK—LOOK OF THE GAMES**

Look of the Games is responsible for providing a seamless and memorable visual experience at the venues, villages and airport. Delivery includes the treatment of application, installation, maintenance and any transition required to the Paralympic Games where dual branding was not feasible. Public domain Look programs are normally partner delivered at their discretion.

### **MED—MEDICAL SERVICES**

Medical Services includes the planning, organizing and provision of free medical care to all accredited members and first aid to spectators (at Games designated venues) from the time the athletes arrive until the time the athletes leave during the Olympic and Paralympic Games. This requires integrated planning with our partners from all levels of government as well as all levels of emergency planning. The levels of service are dictated by a number of factors including IOC and IPC guidelines, legislation and safety considerations. Doping tests for both Games will be conducted in the Montreal accredited WADA lab. Pre-Games information and awareness initiatives will be developed to ensure athletes are well educated about the doping control protocols and values of doping-free sport.

### **NCS—NOC/NPC SERVICES**

NOC/NPC Services is responsible for HostCo's relationships with all the international NOCs and NPCs to ensure delivery of delegation needs and expectations. Key activities include NOC/NPC relations, communications, Chefs de Mission seminars, delegation registration meetings and the NOC and NPC assistants program.

### **NRG—ENERGY**

Energy Services is responsible for the provision and implementation of all permanent and temporary, reliable, redundant power infrastructure required for the Games. It works in close collaboration with the Venues and Infrastructure and Overlay teams, and in consultation with corporate partners. It also works with the Sustainability team to explore sustainable energy solutions for the Games. Key activities include planning and implementing of electrical safety initiatives, emergency preparation and the testing of operating plans and Games-time power infrastructures operations.

### **OVL—OVERLAY**

The overlay function is responsible for developing an integrated venue design and installing the temporary infrastructure required to provide a good, accessible working and spectator environment for all Olympic and Paralympic client groups.

### **PPI—PARALYMPIC PLANNING AND INTEGRATION**

Paralympic Planning and Integration's primary responsibility is to engage and communicate with planners across the organization regarding specific Paralympic requirements and act as the liaison with the International Paralympic Committee. The function works to raise awareness of the Paralympic Games and to ensure the Paralympic Games are properly considered in HostCo's operations, accessibility and transition planning. In an improvement on past Games, HostCo is appointing a VP Paralympics to ensure that Paralympic planning is integrated across all functions of the Games from the beginning.

### **PRS—PRESS OPERATIONS**

Press Operations is responsible for planning, preparation and provision of services required for the efficient and professional operating of accredited written and photographic media and their technical and support staff. The delivery of this scope of work includes the operation of the Main Press Centre, venue press centres, photo services centre and the Olympic News Service (ONS) and Paralympic News Service (PNS).

### **SEC—SECURITY INTEGRATION**

Security Integration is responsible for working in close collaboration with the national, regional and municipal policing and public safety authorities that operate as the Integrated Security Unit (ISU) to provide them with the necessary access and integration into relevant functional planning. The function also manages asset protection from Overlay fit out phases to remediation and management of Head Office contract security.

### **SIG—SIGNAGE AND WAYFINDING**

Signage and Wayfinding is responsible for all on-venue signage other than sponsor recognition signage. Signage will also provide for a basic level of street level wayfinding signage on the approaches to venues.

### **SCW—SNOW REMOVAL, CLEANING AND WASTE**

Snow Removal, Cleaning and Waste is responsible for planning, designing and implementing a cleaning and waste management system to meet sustainability commitments, as well as a snow clearing and removal system. The program is delivered through contracts with janitorial service providers and snow clearing and removal service providers.

### **SPT—SPORT**

Sport is responsible for overseeing the delivery of all sport competitions—management of competition schedule, International Federation and Paralympic Sport Federation (IF/IPSF) relations, provision of weather services, the management of technical officials and the delivery of sport services (entries, qualification and classification of athletes, prosthetic and wheelchair repair). The delivery of the in-venue atmosphere will be developed and managed through Sport Production, including on-venue announcers and videoboard services etc.

### **TEC—TECHNOLOGY**

Technology is responsible for technical infrastructure, information systems, results, and internet infrastructure (as opposed to content). It designs, installs and maintains telecommunications and information technology solutions, networks and services in support of the Games and the ongoing technical needs of the HostCo. Technical Infrastructure includes everything in the data centre to the telecommunications network to end user devices such as PCs and all equipment in the venues.

### **TRN—TRANSPORTATION**

Transportation comprises of eight core areas: Fleet Operations, Venue Transportation, Parking and Permitting, Engineering and Geomatics, Stakeholder Services, Arrivals and Departures, Client Services and Support, and Partner Integration. The partner integration team will be made up of key transportation delivery partners and will look to align project planning schedules and deliverables, as well as developing the Local Area Service Agreement documentation (organization of traffic measures, staffing, road furniture/devices, road closures outside of the Olympic/Paralympic venue perimeter) and organizing an Olympic Route Network (ORN) and Paralympic Route Network (PRN). These services provide athletes with reliable and consistent travel times in coordination with municipalities and transit providers.

In addition, the Partner Integration team will develop seamless public transport service levels with all relevant transit providers for the Games Operations Period.

HostCo will provide dedicated transport systems to athletes, technical officials, media, Olympic and Paralympic Family, while implementing the New Norm set out recently by the IOC to help maximize usage and minimize costs. Spectators and workforce will use public transit during the Games in the City of Calgary, which is provided by the City as an essential service. HostCo will manage spectator and workforce transport access to the mountain venues. User pay systems will be provided to marketing partners.

Transportation planning will use mass transit solutions where possible, maximize low or no emission bus and fleet vehicles, use cleaner fuel choices, and encourage active transport (bike, walk) to lower the carbon footprint. It will also build eco-friendly temporary transport hubs and depots with a sustainable focus to limit impact, including undertaking full site remediation after the Games, recycling washing facility water using latest oil/water separation technology, implementing policy and procedures that focus on spill prevention and develop proper cleanup plans, and recycling of waste created at the depots.

### **VNI—VENUE INFRASTRUCTURE**

Venue Infrastructure includes the planning and oversight of all capital projects required for Games. This function will act as a funding agent in directing the overall government funding into specific projects pursuant to venue agreements but will not act as the prime contractor of venues or other capital projects. Projects will be delivered by the venue owners. The costs of this function are carried in the program management budget of the Sports and Venues capital budget.

### **VEM—VENUE MANAGEMENT**

Venue Management is responsible for operating the Games competition and training venues, for ensuring that all client group needs and services are met and that operational plans and procedures are developed and implemented for all venue activities. The main goal is to lead the different functions to an integrated delivery model. Additionally, the function is responsible for:

- Negotiating or updating venue use agreements with venue owners
- Managing test events that test the field of play and venue operations for venues or fields of play that are new
- Managing Event Services, including planning, training and deploying the event workforce that engages with the spectator from end-to-end, including ticket taking, marshaling, ushering and communications

### **VIL—VILLAGE OPERATIONS**

Village Operations provides a secure, comfortable, home-like environment for the athletes, coaches and team officials that allows them to perform to their best. This will be accomplished through the delivery of the accommodation and service requirements as set out by the Host City Agreements and the IOC Guidelines for Athletes' Villages. It also includes ensuring the Athletes' Village developments in Calgary and Canmore meet the needs of the NOCs/NPCs.

Village Operations also manages Satellite Villages where appropriate based on competition venue locations in order to enhance the athlete experience and minimize travel times to and from venues. It develops and delivers staffing, service provision and operating plans that ensure an "athlete first" mentality is taken to the planning and delivery of the Villages.

### 3.3 Division 3: Finance

#### ADM—ADMINISTRATION

Administration is responsible for corporate office facilities and on-going space planning to meet workforce requirements. Key activities include reception, general office administration, internal food services, meeting room management, travel management, stationery, business cards and office supplies. Additionally, the function provides facilities management for HostCo, its co-located partners and other existing tenants.

#### DIS—DISSOLUTION

Dissolution is responsible for advance planning for post-Games activities and closing out of all Games functions after the Games have concluded, including asset disposal, final report production, packaging records for assignment to long-term archive, and closing contracts.

#### FIN—FINANCE

Finance includes accounting services, budget management, financial reporting, tax services, external audit, treasury and foreign exchange management and general business advice. The function facilitates integrated planning, resource allocation, decision-making, and effective use of resources. It ensures that sound business practices are adopted organization-wide.

#### PRC—PROCUREMENT

The procurement function is organized to provide centralized services to all functions within the HostCo utilizing professional and sustainable procurement best practices.

#### RSK—RISK MANAGEMENT

Risk Management is responsible for all insurance coverage except employee benefits. It provides a comprehensive enterprise risk management framework and reporting for all functions. In addition, the functions' key activities include assurance services including internal audit, corporate policy management, claims management and venue safety oversight.

### 3.4 Division 4: Marketing and Communications

#### BRD—BRAND

Brand is responsible for developing, managing and promoting the Calgary 2026 brand, thereby providing value to sponsors, licensees and partners and inspiring the public to support and participate in the Games. Its responsibilities are brand strategy and management, brand and design elements, including: Games emblems, sponsor marks, mascots, torch, cauldron, medals, development of advertising and promotions, video production, photography, music, brand research and concept testing.

#### CER—CEREMONIES

Ceremonies is responsible for staging the Olympic and Paralympic Opening, Closing, Victory and Team Welcome Ceremonies as well as the IOC Congress Opening Ceremony and the Handover Ceremonies from the previous Games and to the following Games.

**CMM—COMMUNICATIONS**

Communication is responsible for strategic communications, external communications and centralized planning and management of advertising resources. It is also responsible for media relations, including developing media plans and guidelines and centralized management of public affairs issues.

**CRL—COMMUNITY RELATIONS**

Community Relations is responsible for the engagement of all Canadians through community and public events, national tours, information centres and community outreach programs. The function budget includes staffing and operational costs to support community tours and events, launches and the operation of information centres.

**CRM—COMMERCIAL RIGHTS MANAGEMENT**

Primary responsibilities for this function include the development of commercial rights and brand protection policies and guidelines, education and communication of those policies and implementation of HostCo's brand protection strategy, including anti-ambush activities.

**CUL—CULTURE AND EDUCATION**

Culture and Education is responsible for presenting exciting, innovative and accessible Olympic and Paralympic arts and cultural programs and festivals. These programs are intended to strengthen the reputation of Canada and promote the cultural, educational and economic well being of the arts communities in Calgary, Alberta and Canada.

**LIC—LICENSING AND MERCHANDISE**

Licensing and Merchandise is responsible for implementing a licensing program that produces high quality merchandise, captures the imagination of the Games brand, and maximizes revenue opportunities in support of hosting the Games. It is also responsible for retail operations, online sales and retail marketing.

**OFL—OFFICIAL LANGUAGES**

Official Languages is responsible for ensuring that Canada's two official languages are integrated into the planning and delivery of the Games, including any information that is public-facing such as documents, signage, electronic content, social media, ceremonies, sport production etc. It also works in close collaboration with Francophone communities across Canada and the Federal Government to ensure both languages are properly represented. In addition to the budget below, there is \$3.4 million included in the TEC budget for translation of bios, Olympic News Service, results, etc. Other functions such as Signage and Wayfinding, Communications, Brand, Marketing, and Sponsorship incorporate Official Languages in the implementation of their services, as do functions like Workforce, Transportation, Sport with their announcers, Culture and Education and Ceremonies to name a few.

**PUB—PUBLICATIONS**

This function is responsible for all pre-Games, Games-time and post-Games publications, including writing, editing, production coordination and translation.

**SPN—SPONSORSHIP SALES AND SERVICES**

Sponsorship Services is responsible for the development and execution of sales strategies for the generation of key revenue streams and providing service to corporate partners. Sponsorship also provides service to the IOC TOP partners. The costs of this function include royalties payable to the IOC, COC, IPC and CPC.

**TKT—TICKETING**

Ticketing is responsible for ticket program planning to deliver the ticket revenue budget. Included in the program are general sales and marketing programs, communication activities and logistics surrounding the sale and distribution of tickets.

**TOR—TORCH RELAY**

Torch Relay is responsible for all aspects of the Olympic and Paralympic Torch Relays—planning, administration, management, operations, marketing and communications.

**WWW—INTERNET COMMUNICATIONS**

This function is responsible for the content design and management of the pre-Games and Games-time website, Torch relay, Ceremonies and Cultural Olympiad sites, extranets and intranet, and internet-based consumer service delivery.

**3.5 Division 5: Legal****LEG—LEGAL SERVICES**

Legal Services provides services to internal clients in the drafting and negotiation of contracts and the interpretation and enforcement of contracts. The function also engages in brand management and works with the Commercial Rights Management function on required programs and legislation. The function is responsible for HostCo's privacy program and corporate secretary services to Board of Directors.



## E1. FINANCIAL METHODOLOGY

### 1.1 Methodology and Approach

The capital cost estimates have been derived by professional cost consultant firms working with multidisciplinary teams of architects and engineers. In the case of the housing estimates, we utilized a leading project management firm with current cost experience, along with architects and engineers as required.

### 1.2 Inflation and Escalation

An annual inflation rate of 2.25% is assumed and applied to all capital projects, which were typically priced in 2017 Canadian dollars. The rate was established in consultation with industry representatives and exceeds the expected rate of increase of CPI for the period.

### 1.3 Foreign Currency

The effects of foreign currency markets have been excluded from capital project budgets and adverse impacts, if any, would be captured by the project and program contingencies.

### 1.4 Taxes

The bulk of the capital projects are being undertaken by entities that are providing taxable services in the venues and accordingly will recoup the GST incurred in the construction of the venues. GST has only been provided for those capital project budgets that may not receive a full rebate.

### 1.5 Contingency

Contingency has been applied to the capital cost estimates to provide for the uncertainty inherent in the current level of design and project definition. The capital cost estimates for the Sport Venues projects are at a level 4 of cost certainty and the Housing projects are at a level 3 level of certainty.

Contingency has been applied at both a project level and at an overall program level. Individual projects carry 18-23% contingency broken out as:

• Design Contingency	10%
• Construction Contingency	5-10%
• Soft Cost Contingency	3%
<b>Total</b>	<b>18-23%</b>

In addition to the individual project contingency an overall program contingency of 6% on Sport Venues and 4% on housing has been carried. Furthermore, we applied an assumed level of “super inflation” at 5% of the inflated cost. This additional sum is intended to mitigate extreme economic risks presented by hosting the Games and the expected, associated increase in economic activity, which might result in labour shortages and other constraints resulting in cost escalation.



**CONTINGENCY SUMMARY**

	<b>SPORT VENUES</b>	<b>HOUSING</b>
Individual Project Contingency	18-23%	18%
Program Contingency	6%	4%
Economic Impact Contingency	5%	5%
<b>TOTAL CONTINGENCY</b>	<b>29-34%</b>	<b>27%</b>

Capital improvement funding will flow through HostCo for every venue but execution of capital works will be the responsibility of the venue owner. HostCo also reserves the right to provide input, counsel and final say on what improvements are funded for every venue. HostCo has provided for a Venue Infrastructure oversight team and the proposed capital budget has an allowance of \$4 million for the related staffing and outside advisors that would be required to ensure appropriate due diligence and exceptional project management practices are applied by the venue owners.

## E2. PARTNER OPERATIONAL RESPONSIBILITIES AND ESSENTIAL SERVICES

### 2.1 Roles and Responsibilities Matrix

The role and responsibility assigned to each partner is not related to who funds these activities at this time, but rather who is clearly accountable for deciding what needs to be done and getting it done. Being the responsible party can include collaborating and consulting with other parties but the responsible party is the one who has to make the final decisions and get the job done either directly or by a delegated party. The funding decisions will be made during the negotiations of the multi-party agreement. This matrix applies to both the Olympic and the Paralympic Games, although the services may be scaled down for the Paralympics as appropriate.

**BOLD** indicates lead in the area.

Games Family includes IOC and IPC members and their invited guests, TOP sponsor executives, local dignitaries, broadcast, press, technical officials.

<b>GOVERNMENT OF CANADA</b>	
<ul style="list-style-type: none"> <li>• <b>Federal coordination</b></li> <li>• Protocol services to foreign and domestic dignitaries</li> <li>• <b>Services for int'l protected persons (dignitaries)</b></li> <li>• <b>Security and intelligence</b></li> <li>• <b>Duty to Consult (First Nations)</b></li> <li>• Official languages</li> <li>• National Cultural programs (incl. Live Sites, etc.)</li> <li>• Environmental assessment reviews (but not mitigation or management)</li> <li>• Communications/media relations</li> <li>• <b>Entry and exit of people</b></li> </ul>	<ul style="list-style-type: none"> <li>• <b>Entry and exit of goods</b></li> <li>• Emergency preparedness and response</li> <li>• Health and disease control</li> <li>• Food inspection</li> <li>• <b>Meteorological services</b></li> <li>• <b>Radio spectrum management</b></li> <li>• <b>Protection of Marks and Ambush Marketing</b></li> <li>• Environmental Sustainability</li> <li>• Tax implications</li> <li>• Anti-doping</li> <li>• <b>Coin and banknote program</b></li> <li>• Engagement with Indigenous Peoples</li> </ul>

**GOVERNMENT OF ALBERTA**

- **Protocol and Visitation** (for those supported by province)
- Cultural Programs (including Live Sites, etc.)
- Special Events
- Economic Development/Tourism
- Education/Curriculum re: IOC/IPC
- Communications and Media Relations
- **Emergency Preparedness**
- Police Planning/Services
- **Medical Services**
- **Ambulance Services**
- **First Responder Communications**
- **Health and Disease Control**
- **Food/Beverage Safety**
- Transportation Planning/Services
- **Traffic Safety** (on provincial roads)
- **Look and Wayfinding** (on provincial roads)
- **Road Maintenance/Improvements** (on provincial roads)
- **Snow Clearing** (on provincial roads)
- **Legislation** (amendments to provincial legislation as required)
- Tax and Financial
- **Environmental Assessments**
- **Provincial Venues**
- **Combat Illegal Sports Betting**
- Housing
- **Energy**
- Telecomms/IT
- Labour and OHS

**CITY OF CALGARY**

- City secretariat
- Protocol for City of Calgary
- Venue village upgrades for its own facilities involved in the Games concept
- Look and wayfinding on City streets
- Bylaw changes and bylaw enforcement within its jurisdictions
- Issuing of Permits and licenses
- Zoning
- Public Transit delivery in the city of Calgary—spectator transport
- Garbage and recycling in the public realm/urban domain of the city of Calgary
- Parking in the city of Calgary
- Street maintenance in the city of Calgary
- Snow clearing in the city of Calgary
- **Any legislation and bylaws which must be passed to enable its role**
- **Economic development program for City of Calgary**
- Transportation planning in support of the Games
- Protocol and dignitary services
- Cultural programs and Special Events in support of the Games (including live sites)
- Communications and media relations and engagement related to the Games
- Police and security planning and services
- Emergency preparedness and disaster planning
- Archives for 2026 Games
- Energy planning
- Education and other IOC/IPC programs

**TOWN OF CANMORE**

- Municipal Coordination
- Town of Canmore Games-time protocol and visitation
- Venue and Village development in Canmore
- Cultural programs (Cultural Olympiad, Live Sites, etc.)
- Communications/media relations
- Special events
- Look and wayfinding (Town streets)
- By-law enforcement within Town of Canmore
- **Permits and licenses for Town of Canmore**
- **Zoning within Canmore**
- **Garbage and recycling within Canmore**
- **Street maintenance in Canmore**
- **Snow clearing in Canmore**
- Transportation planning
- Police planning/police services
- Emergency preparedness (fire, disaster planning)

**INDIGENOUS PARTNERS**

- Nations coordination
- Nations Games-time protocol and visitation
- Indigenous participation
- Communications/media relations
- **Nations Special events**
- **Intellectual property protection**
- **Cultural participation**
- **Economic Development program**

**IOC**

- Olympic Games oversight
- Coordination Commission meetings
- IOC members services
- Olympic Family protocol
- Pre-Games IOC Session
- IOC media relations
- IOC Games-time press conferences
- Media accreditation
- Olympic Channel production/delivery
- TOP sponsor selection
- TOP sponsor servicing
- OBS production
- Intellectual property protection
- Olympic sport selection/program
- IOC Operations Centre
- Knowledge services
- Olympic Torch Relay
- Marketing partner contract approval
- Olympic Intellectual property/marks protection

**IPC**

- Paralympic Games oversight
- Invites to NPCs to attend the Games
- Coordination Commission—Paralympic meetings
- IPC members services
- Paralympic Family protocol
- Paralympic Hospitality Program
- Pre-Games IPC Governing Board Meeting
- IPC media relations
- IPC Games-time press conferences
- IPC World Wide sponsor selection
- IPC World Wide sponsor servicing
- Paralympic SportTV production/delivery
- Paralympic sport program selection
- IPC Operations Centre
- Knowledge services
- Paralympic Torch Relay
- IPC Intellectual property/marks protection

**COC**

- Host NOC
- NOC Coordination
- Olympic Games visitation
- Athlete relations
- Sport advocacy
- Sport development
- Team preparedness
- Team Canada Communications/media relations
- Image bank
- Fundraising/sponsor servicing
- Intellectual property protection
- Education
- Cultural programs

**CPC**

- Host NPC
- NPC Coordination
- Paralympic Games visitation
- Athlete relations
- Sport advocacy
- Sport development
- Team preparedness
- Team Canada Communications/media relations
- Image bank
- Fundraising/sponsor servicing
- Intellectual property protection
- Education
- Cultural programs

**HOSTCO**

- HostCo governance
- Olympic Games planning and delivery
- Paralympic Games planning and delivery
- Government relations
- Community engagement leading up to the Games
- Sustainability strategy
- Legacy plan
- HostCo workforce recruitment and training (volunteers and staff)
- Official languages
- Web development and management—Calgary 2026
- Venue agreements
- In venue snow cleaning
- Catering & Food services (Villages & Venues)
- In venue signage
- Asset protection
- Lead partner communications workgroup
- Games-time accredited press operations
- Image and creative services (mascot, medals, look of the Games, etc.)
- Cultural Olympiad
- Athlete & Games Family Games-time transportation
- Athlete & Games Family arrival and departure plans
- As needed workforce transportation
- Lead Olympic/Paralympic Transport Team
- Olympic & Paralympic Games venue management
- Athletes’ Village & Athlete Accommodations operations
- Games Family accommodations program
- Doping control
- Medical Services (Polyclinics and in venue)
- International relations
- Plan and host Chef de Mission meetings (Olympic & Paralympic)
- Create, plan and deliver test event program
- National sponsor program development and sales
- National sponsor program servicing
- Oversight of design and construction programs carried out by venue owners
- Overlay—plan and delivery, procurement of commodities
- Games-time temporary power
- Timing, scoring and results
- Plan, staff and operate Main Operations Centre (MOC)
- Games readiness program
- Production of Opening & Closing Ceremony (Olympic & Paralympic)
- Ticketing program
- Education programs
- Olympic Broadcast liaison
- Medals Plaza
- Beijing 2022 Ceremony Handover
- Merchandise Superstore

**2.2 Security**

Security is the most significant essential service related to the Games and would be delivered by an integrated team comprising members and agencies from all levels of government. It is therefore addressed in its own section.

The framework for security is designed to provide a safe and secure environment for all participants, officials, spectators and visitors to the 2026 Games, without negatively impacting on the ability for all to maximize the complete Games atmosphere and the celebration of sport and community.

While the enormity and significance of the Olympic and Paralympic Winter Games, and the reality of the global and local issues that could threaten the event are fully recognized, the focus needs to be on preparing a pragmatic and fiscally prudent security concept, based on a philosophy of active risk management, as opposed to high consequence aversion. This includes developing strategies and measures designed to reduce the risk to as low as reasonably practical, then managing any residual risk that may remain. This philosophy has been assessed and endorsed by the Royal Canadian Mounted Police (RCMP) and the Calgary Police Service (CPS), the two key entities responsible for planning and delivering security for the 2026 Games.

## APPROACH

The approach to creating a security framework focused primarily on the anticipated venue clusters. Preliminary Security Vulnerability Assessments were conducted at all known locations and general risk mitigation strategies were identified. These general strategies evolved into the development of requirements for outer and inner perimeters, incorporation of a Perimeter Intrusion Detection System (PIDS), installation of a CCTV system that would integrate with the PIDS, supplemental lighting, proposed locations for pedestrian screening areas (PSA) and vehicle screening areas (VSA), culminating in the anticipated staffing requirements and equipment required to support security operations. An initial concept of operations document was created for each cluster and these documents were further refined through interaction with the HostCo Venues and Infrastructure team.

An ISU Working Group, comprising individuals from the major events areas of the RCMP and CPS, was established to further mature the security concept. Comprehensive security strategies and resource requirements were developed for each cluster and key venues, as well as for the specialized support services essential for the general security theatre of operations. In addition, a security planning schedule was created, including staffing needs by fiscal year. Throughout this process the Working Group followed the overarching principles of active risk management, the IOC's New Norm and sustainability and legacy.

## E3. TARGET LEGACY FUND

The Target Legacy Fund will follow the successful model developed for the Toronto 2015 Pan Am/Parapan Am Games and be managed by an existing organization, rather than creating a new trust. HostCo will source an appropriate existing charitable foundation through an RFP process to determine the entity responsible and accountable for the management and investment of the funds.

High level parameters of the Target Legacy Fund will be agreed to as part of the MPA (e.g. contribution amounts, programs and venues eligible for legacy investment, broad Fund goals, endowment timing, etc.) but would allow details on final allocation, the allocation model and distribution of the Fund to be agreed to in the Calgary 2026 Legacy Endowment Plan that would be negotiated and signed by MPA signatories after the Games have been awarded. Proposals for use of the Fund include payments for the operating costs and related capital maintenance costs of specific sport facilities (or of sport facilities in Calgary and Canmore, except for specific exclusions) and to fund programs that meet eligibility requirements in areas which may include Indigenous youth, disadvantaged youth, sport development and high performance sport (including specific Para-sport priorities) and cultural programs.

## E4. GOVERNMENT FUNDING REQUEST

The Government Funding Request is escalated below to 2026 dollars as this is the amount that the orders of government will need to fund. As noted above in the detailed financial plan sections, the capital budget has been escalated using a number of factors including market escalation of 2.25% and an allowance for super escalation of 5%.

In addition to the HostCo operations, our government partners are in the process of preparing financial projections for essential services (including security) and have also recommended a contingency reserve to ensure that funding is available to meet unforeseen conditions that may arise. The figures below will be updated once our government partners have finalized their projections.

A summary of the estimated government costs and funding to support the operations of the Games is set out below.

<b>PUBLIC FUNDING OF LEGACY INVESTMENTS</b> <i>(in millions)</i>	<b>C \$ 2018</b>	<b>C \$ 2026</b>
<b>VENUES AND HOUSING</b>		
Renewed venues (including project contingencies)	\$ 502	\$ 584
New venues (including project contingencies)	403	478
Housing (including project contingencies)	583	748
Unrestricted program contingency (\$50m venues; \$40m housing)	90	113
Program management fee	4	5
<b>SUBTOTAL VENUES AND HOUSING</b>	<b>\$ 1,582</b>	<b>\$ 1,928</b>
<b>LEGACY FUND</b>	<b>\$ 180</b>	<b>\$ 180</b>
<b>TOTAL PUBLIC FUNDING—LEGACY INVESTMENTS</b>	<b>\$ 1,762</b>	<b>\$ 2,108</b>

<b>PUBLIC FUNDING OF GAMES OPERATIONS</b> <i>(in millions)</i>	<b>C \$ 2018</b>	<b>C \$ 2026</b>
Unrestricted Games Contingency	\$ 120	\$ 120
Essential Services (estimate)	300	337
Security (estimate)	610	685
Government Contribution to Paralympic Games	218	245
<b>TOTAL PUBLIC FUNDING—GAMES OPERATIONS</b>	<b>\$ 1,248</b>	<b>\$ 1,387</b>

<b>TOTAL PUBLIC FUNDING REQUEST (rounded)</b>	<b>\$ 3,010</b>	<b>\$ 3,495</b>
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CANADA

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Olympic

APPENDIX

## APPENDIX A: GLOSSARY OF TERMS

TERM	DEFINITION
B2B	Business to business
BidCo	Calgary 2026 Bid Corporation
BOMA	Building Owners and Managers Association
C3	Command, control and communications
Calgary Arts Development	Calgary's designated arts development authority
Canadian Olympic School Program	Provides teachers and students across Canada with Olympic-themed classroom and school resources
CATSA	Canadian Air Transport Security Authority
CBEC	Calgary Bid Exploration Committee
CBSA	Canada Border Services Agency
CCHC	Canmore Community Housing Corporation
CCTV	Closed-circuit television
CEO	Chief Executive Officer
CFIA	Canadian Food Inspection Agency
CFO	Chief Financial Officer
CLO	Chief Legal Officer
CMO	Chief Marketing Officer
COC	Canadian Olympic Committee
Comprehensive Housing Action Plan	Canmore's housing policies and actions to meet the community needs for a broad continuum of housing
COO	Chief Operating Officer
CPC	Canadian Paralympic Committee
CRA	Canada Revenue Agency
CSIC	Canadian Sport Centre Calgary
CSIS	Canadian Security Intelligence Service
Cultural Olympiad	A program of cultural events held across an Olympic host country during the period leading up to a Games
DFO/CCG	Department of Fisheries and Oceans/Canadian Coast Guard
DND/CAF	Department of National Defence/Canadian Armed Forces
ECCC	Environment and Climate Change Canada
ESDC	Employment and Social Development
ESPN	Entertainment and Sports Programming Network, a U.S.-based global cable and satellite sports television channel
FC	Finance Canada
FOI	Freedom of Information



TERM	DEFINITION
FTE	Full Time Employee
G8	Group made up of Canada, France, Germany, Italy, Japan, Russia (suspended), the United Kingdom and the United States. The European Commission is also represented in the committee. The group has conferences or meetings throughout the year, it researches policies, and has a summit meeting once a year. The heads of government of each G8 country attend the summit meeting.
G20	An international forum for the governments and central bank governors from Argentina, Australia, Brazil, Canada, China, France, Germany, India, Indonesia, Italy, Japan, Mexico, Russia, Saudi Arabia, South Africa, South Korea, Turkey, the United Kingdom, the United States and the European Union. Founded in 1999, the G20 aims to discuss policy pertaining to the promotion of international financial stability.
GAC	Global Affairs Canada
HC	Health Canada
HostCo	Calgary 2026 Host Corporation, also referred to as the Organizing Committee by the IOC and as Host Society by other national Games, e.g. Canada Games
IBC	International Broadcast Centre
IF	International Federation
IIHF	International Ice Hockey Federation
IOC	International Olympic Committee
IPC	International Paralympic Committee
IPSF	International Paralympic Sport Federation
IRCC	Immigration, Refugees and Citizenship Canada
ISED	Innovation, Science and Economic Development Canada
ISU	International Skating Union
ISU	Integrated Security Unit
ITAC	Integrated Terrorism Assessment Centre
ITO	International Technical Official
JUNO Awards	Canadian musical artists and bands award show
Live Sites	Festival area where Olympic and Paralympic events being held elsewhere can be viewed
MPC	Main Press Centre
NOC	National Olympic Committee
Nor-Am	North American Cup
NPC	National Paralympic Committee
OBS	Olympic Broadcasting Services
Olympic Charter	A set of rules and guidelines for the organization of the Olympic Games and governing the Olympic Movement
OPWG	Olympic and Paralympic Winter Games
ORN	Olympic Route Network
Own the Podium	Canadian not-for-profit organization that provides technical support to national sport organizations with the aim of delivering more Olympic and Paralympic medals for Canada

TERM	DEFINITION
PAH	Perpetually Affordable Housing
Person-Years	The amount of work done by an individual during a working year
PGS	Parallel Giant Slalom
PHAC	Public Health Agency Canada
PIDS	Perimeter Intrusion Detection System
PNS	Paralympic News Service
PRN	Paralympic Route Network
PS	Public Safety
PSA	Pedestrian Screening Area
PTE	Part Time Employee
RCM	Royal Canadian Mint
RCMP	Royal Canadian Mounted Police
Rivers District	Community within Calgary's downtown east side
SAIT	Southern Alberta Institute of Technology
SWOT	Strategic planning technique that examines strengths, weaknesses, opportunities and threats
TC	Transport Canada
TOP	The Olympic Partner (TOP) program managed by the IOC
TSN	The Sports Network, a Canadian sports especially cable channel
VANOC	Vancouver Organizing Committee for the 2010 Olympic and Paralympic Winter Games
VSA	Vehicle Screening Area
World Cup	Quadrennial international football tournament contested by the men's national teams of the member associations of FIFA
YVR	Vancouver International Airport terminal code
YYC	Calgary International Airport terminal code
YYZ	Toronto Pearson International Airport terminal code

