



IOC CANDIDATURE QUESTIONNAIRE – OLYMPIC AND PARALYMPIC WINTER GAMES

CALGARY 2026

Draft 4.0

NOVEMBER 11, 2018

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Cover Page

MAP – SHOWING LOCATION OF CALGARY & CANMORE IN RELATION TO NORTH AMERICA

Calgary 2026 would like to acknowledge the Indigenous peoples on whose traditional lands these Games will take place; Treaty 7 First Nation, 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 Nation. We would also like to acknowledge the deep connection and history that Métis People share with this land, particularly the Métis Nation of Alberta, Region 3.

SECTION 1 – VISION & GAMES CONCEPT

- Agenda 2020 and The New Norm guide our bid
- ~~Providing an~~ ideal environment for athlete performance
- The Paralympic Games have equal priority
- Indigenous peoples engaged in planning and delivering the Games
- 11 existing facilities will be upgraded for Games and future use
- 86% of the ~~facilities-competition venues~~ exist
- IBC, MPC and all training ~~venues-facilities~~ already exist
- Two new sport facilities fulfill top community priorities
- New Athletes' Villages become important housing legacies
- A major Legacy Endowment Fund for future sport opportunities
- Promoting the IOC and Canada's shared values
- A very modest budget compared to previous Games
- Vast experience hosting international winter sport events

1.1 Vision

1. Calgary 2026 Vision

Hosting the Olympic and Paralympic Winter Games presents us with a unique opportunity: to show the world that, by embracing the IOC's The New Norm approach and Agenda 2020, Calgary 2026 can put on a spectacular celebration that's fiscally responsible, environmentally friendly, and creates invaluable legacies for all Canadians. In effect, we will help create a blueprint for how future Olympic and Paralympic Winter Games might be run.

Naturally, the starting point for us is to build on the strong foundation that is the Calgary 1988 Olympic Winter Games (Calgary 1988), while developing new legacies that will benefit the community for decades to come. Above and beyond building our communities, the Games will inspire our youth, our diverse society, and further define our city and country. We will host a Games that will touch the lives of citizens in Canada and around the world, a Games that remind us who we are, and what we aspire to be. Simply put, our promise is:

To welcome the world with open arms to an inspiring showcase of sport, culture and inclusivity.

Hosting the 2026 Olympic and Paralympic Winter Games is a rare opportunity to renew and develop facilities that are already community mainstays, add new, much needed facilities, and overall, to strengthen our communities and quality of life. The legacies of Calgary 1988 remain with us and by hosting the Olympic Winter Games once more, and the Paralympic Winter Games for the first time, we can advance that legacy and build and renew the strong foundation we have in Calgary, Alberta, and Canada. We will deliver a Games that welcomes all, supports the worldwide Olympic and Paralympic Movements, and heartily implements the IOC's The New Norm approach to hosting modern Games.

We are a nation that lives by our values. The Governments of Canada, Alberta and Calgary have enshrined in legislation and policy, gender equality, reconciliation with Indigenous peoples, inclusion, accessibility, LGBTQ2S+ rights, ethical sport, sustainability and legacy. These beliefs inform Calgary 2026 Bid Corporation's Games Values and align perfectly with the Olympic and Paralympic Movements:

OUR GAMES VALUES

Better Together

Diversity and inclusivity are strengths and we are Better Together

Being Well

Physical, mental, cultural and spiritual health is the soul of our community and we will support each other in Being Well

Respect the Land

A healthy natural world is essential to our quality of life and we will Respect the Land

Dream Big

Creativity, innovation and an entrepreneurial spirit are vital to our way of living and we will Dream Big

Stay True

Integrity, accountability and transparency are critical to our success and we will Stay True

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Concept and Benefits of the Games

Our concept for the 2026 Olympic and Paralympic Winter Games is guided by the objectives of Olympic Agenda 2020 and The New Norm. As a result, our Games will be simpler and less expensive, while focusing on legacy and sustainability. These goals and values are second nature to Canadians.

Over 86% of facilities needed to host the Games currently exist and are fully operational. They include 9 sport competition venues, [all training facilities](#), the stadium for opening and closing ceremonies and the IBC and MPC. These will be upgraded to meet modern Games requirements and for future community use.

A new Multi-Sport Complex will be built for Figure Skating, Short Track Speed Skating and Wheelchair Curling and for community recreation following the Games. A new 6,000 seat Community Arena for hockey events will be built to replace out-dated community arenas.

Much needed new community housing will be built in Calgary and Canmore for use as Athletes' Villages during the Games and then used as affordable and market housing following the Games.

Two other Olympic Villages already exist; a hotel for Alpine Skiing and Snowboarding [athletes](#) at Nakiska Mountain and the Whistler Athletes' Accommodation for Ski-jumping and Nordic Combined athletes.

The venues are very efficiently organised into five clusters, with Athletes' Villages just minutes from all the sport venues.

The planning and hosting of the Paralympic Winter Games will be fully integrated with and of equal importance to the Olympic Winter Games with minimal transition [work](#) required, [from the Olympic Winter Games](#).

The Games will also leave a Legacy Endowment Fund of \$180 million CDN to support the operating costs of sport facilities and programmes, increasing the opportunities for everyone in our communities to participate in sport.

Together with our government and sport partners, and in consultation with the community, we have developed five shared objectives to help focus our planning efforts on key areas. Our shared objectives are:

1. Inclusion and Accessibility
2. Healthy and Active Living
3. Environmental Stewardship
4. Economic Opportunity and Cultural Enrichment
5. Values-Based Sport, Transparency

By design, our shared objectives align with our Games Values. (See Question 61). We will strive to set a high bar for actionable, measurable and concrete legacies that align with existing government [priorities](#), also expressed in our shared objectives. Our efforts in this regard have been greatly [assisted-informed](#) by the IOC's Sustainability and Legacy guidelines and priorities.

Throughout this document we have identified many examples where we can strongly promote the Olympic and Paralympic Movements, the Olympic Values and the International Federations (IF) of winter sports. Our NOC and NPC, their Athlete Commissions, our National Sport Federations (NSF) and the leadership of our Canadian sport system are all committed to advance national and international sport. We have been a world leader in many aspects of sport development and the Games would provide new opportunities to contribute.

Our commitment to plan and deliver an outstanding Winter Games based on principles of sustainability aligns with the Olympic Movement's vision to build a better world through sport. Sport, and particularly the Olympic and Paralympic

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Winter Games, provide powerful opportunities to convene conversations and inspire collaboration. We will capitalize on those opportunities to work with the Government of Canada and other organizations to advance the United Nations Agenda 2030 and Sustainable Development Goals (SDGs). Over the Games lifecycle, we will make material contributions to SDG progress in Canada by collaborating on SDG-related actions with our many government, sport, corporate and community partners, while inspiring action on SDGs by citizens and communities across Canada. As part of our commitment to transparency, we will periodically report on our SDG progress in Canada.

1.2 Alignment with City/Regional Development Plans

2. Strategic Rationale

Eighty-six of [the needed](#) infrastructure [items required](#) for the Games already exists and will be reused and refurbished as needed. The two new sport facilities and the two new Athletes' Villages (Calgary and Canmore) that will be built are [projects](#) of the highest community priority. All other competition, non-competition and training venues already exist. Thus, our plan for infrastructure development aligns perfectly with the ambitions of the IOC's Agenda 2020 and The New Norm by using what exists and only building what is a priority for the community.

Canadian public investment from governments will renew and modernize nine existing facilities in Calgary and three mountain facilities (Nakiska, Canmore, Whistler). The investment provides for the return of Alberta's Olympic legacy facilities to world-class, fully accessible standards and will strengthen Calgary, Canmore and the Bow Valley's position as Canada's winter sports centre of excellence for decades to come. Currently, all these facilities are in constant use by the community.

Guided by the expert advice of the IOC's advisory teams, the Nordic facilities at Whistler Olympic Park will host Ski Jumping and Nordic Combined events, resulting in substantial cost savings over building new facilities.

The other major facilities that will be utilised for the Games include the BMO Centre and the Big Four Centre in Stampede Park which will house the IBC and MPC. McMahon Stadium, [which](#) is currently used by our professional Canadian football team and other [sports events](#), and will be refurbished with 40,000 seats and improved spectator services and accessibility for the opening and closing ceremonies. These facilities are community priorities for renovation.

Given that the 2026 Games will have approximately twice as many events as Calgary 1988 and that Calgary will host its first Paralympics Winter Games, our plan requires construction of two new facilities at Foothills Park in Calgary – a twin ice Community Arena for hockey events and a Multi-Sport Complex to accommodate Figure Skating, Short Track Speed Skating, and the Wheelchair Curling events. The Multi-Sport Complex is the City's highest recreation priority as noted in the City's Culture, Parks and Recreation *Infrastructure Investment Plan* (CRIIP 2013-2022) and the *10 Year Strategic Plan for Sport Facility Development and Enhancement*. The new Community Arena will replace two out-dated arenas.

Housing

Public investment will support new Athletes' Villages in Calgary and in the nearby mountain town of Canmore. Currently, Calgary has one of the lowest stocks of affordable and social housing in the country relative to its size. Addressing these shortages is a priority of all three levels of government. The Calgary plan is focused on providing Olympic and Paralympic accommodation that post-Games will help address Calgary and Canmore's shortage of social and affordable housing, as follows:

Affordable housing projects: Four development initiatives would yield a legacy of at least 760 units of affordable housing with an emphasis on family housing.

Subsidised seniors housing: a proposed 200-unit seniors complex;

Urban Indigenous housing: an innovative housing/hotel solution with live-work suites for Indigenous artists, modelled after a successful project elsewhere in Canada.

The greatest challenge facing Canmore is community affordability and, specifically, access to affordable housing. The Town of Canmore's opportunity is to use its affordable housing lands to construct a 1,250 bed Athletes' Village to be repurposed post-Games as over 240 Perpetually affordable housing units managed through its housing corporation. 10% are being allocated for athlete high performance and coaching housing post-Games.

The City of Calgary's long-term development plans address a range of priorities that include increasing public transport, affordable housing, Indigenous reconciliation, sport and active living (including policies specific to women, persons with disabilities and visible minorities), the environment, accessibility, diversity and inclusion, art and culture, social and societal wellness, and economic wellness and prosperity.

These priorities are reflected in our shared objectives outlined in Question 61 and underpinned by many of the sustainability and legacy initiatives in our hosting plan and throughout this Candidature Questionnaire, including:

- Respect for the recommendations of the [Government of Canada's](#) Truth and Reconciliation Commission including expansion of Indigenous representation in the organising committee, assurance of meaningful participation and legacies for Indigenous peoples and celebration of Indigenous culture and history;
- Education and display of environmental best practices related to green building design and construction, materials use, waste handling and diversion, transport choices, cleaner energy and vehicle options, climate impact reductions, and habitat and biodiversity conservation;
- Enhancing current accessibility goals for Calgary and region, including a review of opportunities such as creating more welcoming public spaces and ensuring that [the](#) technology residents and visitors use within the city are relevant and up-to-date;
- Demonstrating Calgary and Alberta's diverse [cultural framework](#) to the world, enhancing cultural relationships and celebrations of diversity;
- Enhancement of Alberta as an international trade centre, displaying Alberta as a diverse economy for investment in technology, agriculture, transportation, and other focus areas beyond energy;
- Continued diversification of local and regional economies, tourism development, and small business support;
- Creation of campaigns that support education and awareness on important social issues such as diversity, inclusivity, accessibility, Indigenous reconciliation, healthy lifestyle choices relating to food and physical activity, and regional and sustainable transport options.

The majority of the legacy from hosting the Games in Calgary will be the ongoing extensive use of [revitalised](#) community recreation facilities, enhanced volunteer capacity, the promotion of Olympic and Paralympic sport to Canadian youth, the continued excellence of Canada's national teams and their support systems and the contributions we can make to the IOC, IPC and IFs in helping develop their own initiatives. (see Section 4, Sustainability and Legacy).

3. A Sustainable Venue Master Plan

In developing our Games concept and Venue Master Plan (VMP), we created eight principles to guide us. By following these, we have developed a VMP that reuses existing venues that need some regeneration and that only builds new facilities that are community priorities.

Principle 1: Ensure alignment with the IOC's Olympic Agenda 2020, emphasizing use of existing venues and embedding sustainability principles into the hosting plan

Calgary 2026 has greatly benefitted from the documentation and candid discussions with IOC experts on ways to ensure the Games fit into the priorities of Calgary, the region and the country. We have utilized Olympic Agenda 2020 and The New Norm reforms to reduce costs of services and requirements.

Applying these reforms has⁹ allowed us to eliminate a separate Mountain Media Centre and to use the existing Montreal Anti-Doping laboratory, resulting in over \$25 million CDN in savings. We have also proposed the reuse of ski jump facilities at Whistler Olympic Park in British Columbia that were built for the Vancouver 2010 Games, for an additional cost saving of \$55 million CDN.

The VMP proposes the construction of a demountable hall to supplement the IBC in the Stampede Cluster. The cost to build this temporary facility includes a budget to relocate it for future use as a sports hall or gathering place for the community.

Principle 2: Cluster venues wherever possible

Clusters of venues and services improves efficient and effective operations, keeping environmental stewardship, security, and spectator experience top of mind. We propose three city clusters and two mountain clusters.

Cluster	Venues
Stampede Park	Saddledome, IBC, MPC, Stampede Park Grandstand – Medals Plaza, Stampede Park Common Domain, Calgary Athletes' Village, Max Bell Arena (training venue)
Foothills	Multi-Sport Complex, Community Arena, Olympic Oval, McMahon Stadium, Father David Bauer Arena (training venue)
Canada Olympic Park	WinSport Skill Hill, Sliding Centre, Markin MacPhail Centre (training venue)
Mountain	Nakiska Mountain, Nakiska Athletes' Village Canmore Nordic Centre, Canmore Athletes' Village
Whistler	Whistler Olympic Park, Whistler Athletes' Accommodation

Principle 3: Use existing facilities to reduce cost and maximise operating experience

As mentioned above, this has been achieved by using ⁹nine existing facilities and building only two ⁽²⁾new sport facilities and ^{much}needed housing for Athletes' Villages in Calgary and Canmore. See response to Question 2 for information about new housing.

Principle 4: Build new facilities only if they are priorities for the ^cCity

The Multi-Sport Complex is one of Calgary's top recreation priorities. The community will gain an important facility for university ^{programming}, high-performance sport and community recreation. The completed venue will ^{ultimately} include an indoor 400m track, soccer field, tennis courts, and other courts for sports. For the Games, the Complex will seat 10,000 spectators for Figure Skating, Short Track Speed Skating, and Wheelchair Curling events.

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The new 6,000 seat Community Arena will serve as the second [venue arena](#) for ice hockey competition and for Para ice hockey events. After 2026, the facility will host regional, provincial, and national games and tournaments, University of Calgary hockey and touring concert events. The construction of this twin ice facility will eventually replace Father David Bauer Olympic Arena, the adjoining Norma Bush Memorial Arena (1963) and the Stampede Corral Arena (1950) as part of the City's existing parks and recreation plan.

Principle 5: Balance legacy aspirations and affordability

Our goal is to support a viable and sustainable legacy of sport venues for the benefit of Calgarians, Albertans, and Canadians. This principle is well demonstrated by our concept for the Multi-Sport Complex and Community Arena described above, and in the upgrading and reuse of existing facilities.

Renewal of the existing Olympic Oval, McMahon Stadium, WinSport Sliding Centre, WinSport Ski Hill, the Canmore Nordic Centre, Nakiska Mountain and the Whistler Nordic Centre will ensure that all these venues are available to generations to come. 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 opportunity to ensure Calgary's 1988 legacy venues serve our communities for another 30 years.

Key to ensuring sustainability and legacy, and value for investment, is our planned creation of an Olympic and Paralympic Legacy Fund (\$180 million CDN) that will support future facility operating costs and programming. A similar fund (\$90 million CDN) was established in 1988 and has supported those sport facilities and programmes for 30 years.

Principle 6: Meet or exceed all technical specifications

The IFs, the IOC and the IPC have outlined precise technical specifications for competitive and non-competitive venues. Our VMP meets or exceeds all of them. We have engaged respected international experts in sport, venue operations, National Sporting Federations and sport event planning to inform our process. We have hosted dozens of international sport events in our region in the past ten years and thus have excellent experience working with the winter sport IFs.

Principle 7: Operate on a green best-practice basis to keep our environmental impact [and minimal and adverse impact to residents to a minimum](#)

As locals and visitors know, our mountain venues (Nakiska, Canmore, Whistler) are nestled in some of the world's most stunning scenery and in areas of global environmental importance. No national park will be adversely impacted by the Games. The generous input of the IOC throughout the dialogue phase encouraged us to choose Nakiska Mountain, the site for Alpine Skiing, Ski Cross and Snowboard events, and for Para Alpine Skiing and Para Snowboard events, rather than using traditional race courses at the Lake Louise Ski Area in Banff National Park. Furthermore, Nakiska was the Alpine Ski venue for the Calgary 1988.

We are committed to implementing environmental best practices at every venue. We will seek opportunities at our venues to demonstrate energy and water conservation, high quality indoor air and light, non-toxic materials use, waste minimisation, [and as well as](#) species, habit and biodiversity protection. In addition to undertaking environmental impact statements in advance of this submission, we have committed significant capital funding for legacy environmental infrastructure.

We have included appropriate budgets in our capital investment portfolio to address, mitigate, and offset potential environmental impacts [because of our venue development strategy that may arise](#).

Our commitment to sustainability is outlined in section 4 of this submission.

Principle 8: Plan for the Paralympic Winter Games at every stage

We take the idea of “One Celebration with Two Games” seriously. The Paralympic Winter Games will be planned and will operate under the direction of the same team guiding the Olympic Winter Games. The same venues will be used for both Games. Section 3 outlines our concept for the Paralympic Winter Games.

4. Olympic Concept Map A



5. Olympic Winter Games Competition Venue Overview

6. Training Venue Overview

1.3 Venue Master Plan

Table 7) Non-Competition Venue Overview

8. Venue Designs

Site maps of each venue provided separately.

9. Delivering Exceptional Venues

With the goal of delivering venues that are inclusive and inspiring, ~~high and~~ environmental ~~performance~~ showcases for the Games, capital improvement funding ~~for every venue~~ will flow through the Organizing Committee of the Olympic Winter Games (HostCo – known as OCOG in the past), ~~for every venue.~~ However, execution of capital works will be the primary responsibility of the venue owners. This delivery model takes advantage of the resources and expertise of the venue owners and their working knowledge of the operations and maintenance of each venue while building a shared understanding of Games objectives and performance requirements. Contracts between HostCo and the parties responsible for delivering venues will include guarantees to ensure capital works meet Olympic and Paralympic requirements and are delivered on time. HostCo will also reserve the right to provide input, ~~counsel,~~ and ~~have~~ final say on what improvements are funded in each venue.

The HostCo Venue and Infrastructure team will monitor the delivery of all Games venues. ~~During planning and development,~~ ~~they~~ ~~This team~~ will work closely with the parties responsible for venue delivery to engage key stakeholders, such as the International Sports Federations, in the planning and development of each venue.

The HostCo Venue and Infrastructure team will also be responsible for the planning and delivery of temporary overlay, including restoring post-Games operations, while coordinating this process with the capital works projects.

All temporary and permanent works will comply with local municipal regulations as well as provincial building codes, with all required development and building permits secured prior to starting construction. Adequate time has been built into the schedule to allow for full public process for zoning and development permits when needed. The specific protest and appeal procedures for each municipality will be followed. We will also undertake a formal engagement process with our Indigenous partners to gain approvals for the use of the Nakiska venue.

Only one venue, the Calgary Athletes' Village, will require land use re-designation. In this case, the proposed residential use fits with the Rivers District master plan and will be a welcome addition to the housing stock for the area. As such, this re-zoning application will be subject to an appeals process, which is low risk. The other major new facilities proposed by the VMP will be constructed in designated housing and recreation zones as appropriate.

A Clear Approval Process

The City of Calgary has committed to the following timelines for approvals:

Type of Approval	Zoning	Timeline and Details
Zoning Amendment	Special Purpose, Commercial & Mixed Use, Industrial, Direct Control	Where land use change is required, 180 days to the Calgary Planning Commission; 42 additional days to City Council
Development Permit	Commercial, Industrial & Mixed Use	120 days to approval, including customer time; may run concurrent to Land Use Amendments
Change of Use	Permitted Use (no relaxations, no changes to site plans)	1 to 3 days to approval
Change of Use	Discretionary use or relaxations required (no changes to site plan)	60 days to approval
Building Permit	Commercial Buildings	56 days, excluding time on hold; partial permits issued within 21 days
Development Site Servicing Plan	N/A	35 days/submission
Utilities	N/A	245 to 365 days

For some sites,¹ independent environmental assessments will be completed for some sites to comply with regulations. These assessments will be coordinated by the venue delivery teams early in the design process. Wherever possible, sites with minimal environmental impact have been selected.

All construction work will be tendered based on the procedures and policies of the body responsible for delivery, supplemented by management oversight by HostCo, which will include but not be limited to procurement guidelines, supplementary conditions of contract, and project monitoring and control standards. These projects will also be coordinated to meet government requirements for publicly funded projects, further ensuring highly utilised legacy venues for the region.

The planning and delivery of all facilities will marshal the considerable expertise of venue operators, HostCo, and local experts. These are tried and true processes that will ensure the timely delivery of exceptional venues for the Games as laid out in the VMP. HostCo will also abide by any and all existing or future trade agreements that cover the ability for international companies to bid on open tenders for the Games.

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10. Land Acquisitions

Key Olympic Venue	Land Requirement	Process & Timeline of Acquisition	License Process	Risks	Responsible Organization
Canmore Athletes' Village	An adjoining parcel of land is required to accommodate the temporary village overlay.	Only temporary occupation of the land is necessary. Agreement in principle has been reached.	A draft land use agreement is under negotiation with the land owner; New Life Christian Centre.	Negligible. Agreement in place	HostCo with support from the Town of Canmore.
Calgary Athletes' Village	An adjoining parcel of land is required to accommodate the temporary village overlay.	Only temporary occupation of the land is necessary. The land is vacant and regularly used as over flow parking for the Calgary Stampede.	A draft land use agreement is under negotiation with the land owner; Remington - (person or company?)	Negligible. Agreement in place	HostCo with support from City of Calgary and Calgary Municipal Land Corporation

11. Two New Venues Create a Lasting Legacy

Calgary 2026 proposes two new venues: A Multi-Sport Complex and a twin ice Community Arena, both located within the Foothills Cluster. These venues fulfill the current strategic plan for the community, [which will](#) increasing sport and recreational opportunities for generations to come. Please see the additional files included in the submission package.

Table 12) Master Venue Table

1.4 Venue Funding

Table 13) Venue Funding and Development

Table 14a) Capital Investments Competition and Non-Competition Venues 2018

Table 14b) Capital Investments Competition and Non-Competition Venues 2026

15. Venue Funding

With the exception of the Calgary Athletes' Village, all venues, facilities, and housing developments will be funded through a Multi-Party Agreement. This is an effective and uniquely Canadian funding arrangement involving municipal, provincial, and federal governments, with each order of government committing a portion of the total budget. Some short-term debt financing will potentially be required for the Canmore and Calgary Athletes' Villages, and long-term debt financing will be needed for the subsidized seniors housing.

The Calgary Athletes' Village will attract private investment to assist in the delivery of over 700 residential units and commercial space in a prime residential area, close to downtown and the entertainment district that will be centred on the Stampede Park Cluster. The net public investment includes mitigation of private developer risk to avoid any issues associated with delivery. Private developer partners will be selected through a rigorous pre-qualification process to ensure relevant experience, a high level of quality delivery, and sound financial means. This process will be overseen by the Calgary Municipal Land Corporation who are the master developers of the Rivers District rejuvenation and have an excellent track record of successfully managing this key City priority.

1.5 Date and Competition Schedules of the Games

16. Dates of the Olympic and Paralympic Winter Games

Southern Alberta is blessed with cool and bright winters, with an exceptional number of sunny days. Calgary 2026 proposes the XXV Olympic Winter Games will run from Thursday, 5 February 2026, through to Sunday, 22 February 2026. The Paralympic Winter Games will be held from Friday, 6 March 2026, through to Sunday, 15 March 2026. The cold night time temperatures are ideal for snowmaking at the Mountain Venues, outlined in section 4. As well as being the height of the Canadian winter season, these dates align with the international event calendar and school and university holidays, which has the added benefit of lowering demand on local public transport networks.

Average Snowfall and weather

Calgary (2008-2018)	Feb	Mar
Avg Max temp	-0.4	3.8
Avg Min temp	-11.6	-7.3
Average Mean temp	-6.0	-1.8
Average total precipitation (mm)	11.9	15.6
Average snowfall (cm)	16.6	21.4
Average days with precipitation	8.5	11.4

Bow Valley: 2008-2018	Feb	Mar
Avg Max temp	0.8	4.7
Avg Min temp	-11.5	-7.6
Average temp	-5.4	-1.5
Average precipitation (mm)	21.8	27.8
Average days with precipitation	12.1	15

Table 17) Competition Schedule

18. Readiness Testing

The Calgary region and mountain venues have hosted 288 World Cup and World Championship events in both Olympic and Paralympic sports over the past ten years. Thus, we have highly experienced venue operators and organising committees for each winter sport, and an experienced and motivated workforce of volunteers to assist.

All these events ~~experiences~~ have occurred with the collaboration of IF technical officials and national sport organisations ~~and thus we have developed excellent working relationships and many friendships along the way to thus enhance the our~~ fields of play, competition quality and services provided to athletes, coaches and support teams ~~throughout. This has also meant we have developed excellent working relationships with the IFs and many friendships along the way.~~

It is our clear intent to build on this experience and continue to host more of these events, including the test events in the lead up to the 2026 Games. Learnings from test events will be incorporated into further improving Games operations while strengthening relationships with venue operators, Games officials and volunteers.

The two new ~~sport Games~~ facilities (Multi-Sport Complex and Community Arena) ~~will be built prior to the Games and~~ will be ready for several test events for the competitions in those venues. In venues to be reused, we will test all new fields of play, the new technologies and both paid and volunteer workforces.

Testing will also include our key non-competition venues, with opportunities to test the Olympic/Paralympic Family hotels and the Calgary International Airport during the NOC/NPC Chefs de Mission Seminar. In addition, media will be welcomed into the Calgary Athletes' Village in an overnight test prior to athletes arriving.

We will work with the IOC, IPC and IFs to develop testing methods in line with The New Norm recommendations regarding test events to ensure new testing methods will become a useful benchmark for future hosts of the Games.

We appreciate and will leverage the fact that test events will engage and educate the public and stoke enthusiasm for the Games. Accordingly, we will encourage ticket and merchandise sales and garner greater corporate value from the Games project.

We also know that the test events are extremely important experiences for visiting athletes and teams, so we will make every effort to make them comfortable, welcomed and ready to perform their best.

SECTION 2 GAMES EXPERIENCE

- Olympic and Paralympic Athletes engaged in Games planning from start to finish
- Calgary and Canmore are centres of winter sport excellence
- [We](#) uniquely understand [ing of](#) the needs of elite athletes
- Olympic and Paralympic athletes will enjoy equally spectacular Games
- A region full of passionate, knowledgeable winter sport fans
- International athletes are familiar and comfortable with our competition venues
- Working closely with WADA, the IOC and IPC to ensure a clean Games
- Athletes' Villages are within 30 minutes of competition venues
- An excellent track record for delivering infrastructure
- Athletes' Villages address significant need for affordable housing

draft

Forty-five years ago, Canada was the first country in the world to adopt multi-culturalism as a policy of government. More recently, Canada's emphasis on diversity has shifted to the inclusion of Indigenous peoples and communities. Today, inclusivity, acceptance, and respect are values central to who we are as Canadians, values that also align perfectly with the Olympic and Paralympic movements. It is only natural, and quintessentially Canadian, that we would welcome everyone to the Calgary 2026 Olympic and Paralympic Winter Games, with open arms.

While French and English are our official languages, there are over 200 other languages in use every day across Canada. Our national fabric is youthful, active and colourful and will be the foundation on which we deliver a great Olympic and Paralympic Winter Games that will inspire athletes, visitors, partners, and stakeholders from all over.

Calgary 2026 plans to provide a dynamic and innovative cultural experience for all. Our Live Sites, celebration zones and the in-venue experience will offer a celebration of culture and sport that's inclusive and exuberant. Visitors will be able to experience thrilling competition at the nearby mountain venues by day, and easily partake in celebrations at the city venues by night, and vice versa. As with previous major games in Canada, we will also look into establishing a Pride House during the 2026 Games.

We are already working closely with key partners and stakeholders to develop a dynamic experience that will showcase the best of Canada, including our embrace of multi-culturalism, our enthusiastic volunteers, and our proud Olympic and Paralympic athletes eager to inspire the next generation of youth.

2.1 Athlete Experience (including Olympic Villages (s))

19. A Unique and Exciting Athlete Experience

Athletes are at the centre of the Olympic and Paralympic journey—a journey that starts long before the torch is lit.

We're working together to create a spectacular athlete experience at the 2026 Winter Games, offering modern and efficient services sensibly planned in accordance with The New Norm. Our on-going engagement with national and international sport federations throughout the planning process will result in unique and unforgettable experiences for athletes and their families at every step in the Olympic and Paralympic journey.

This journey begins with:

CLEAR COMMUNICATION

Throughout the lead-up and during the Games, we will engage with all Olympic and Paralympic athletes through their NOCs and NPCs to share information with the most up to date technology. Our communications strategy includes:

- Providing Olympic and Paralympic athletes access to information that will help them perform their best, such as competition and training venue details, village features and village services including food and dining options, village entertainment programming and information bulletins;
- NOC/NPC access to facilities within Canada in the lead up to the Games through our partnership with the Alberta Sport Connection;
- Forums for Olympic and Paralympic athletes to ask questions and gain answers directly from HostCo.

A WARM CANADIAN WELCOME

Athletes will feel at home from the moment they ~~step on Canadian soil~~ arrive. Our incredibly friendly white Cowboy-hatted volunteers have been greeting people at Calgary's airport for over 25 years, and the Games will give this enthusiastic group a chance to really shine. Support from our government partners will ensure smooth arrival and accreditation processes at our newly expanded international airports in both Calgary and Vancouver. Direct flights from Asia and Europe to Calgary means reduced travel times and less complicated customs processes. Teams will then transition seamlessly via a short motorcoach journey into their "home away from home" at the Games. Our dedicated athlete transport system will help competitors get settled quickly with travel times from each village to respective competition venues being less than 30 minutes.

A HOME FIELD ADVANTAGE FOR EVERYONE

Many international athletes are already familiar with the region's competition venues, bringing a level of comfort and confidence. Calgary, Canmore, and Whistler have hosted multi-sport events, including Olympic Winter Games, as well as over 288 winter World Cups/World Championships over the past ten years.

We have strong relationships with national sporting federations who will provide expertise to our hosting and legacy plans. These relationships will help us recruit, educate, and provide world-class staff and volunteers to operate Games venues. We will also develop education and training programmes hand in hand with the national sporting federations, resulting in a new generation of sport-specific experts. By prioritising and promoting inclusion within these programmes, we will increase diversity and gender equality across the board.

Starting in 2018, a select group of tourism leaders agreed in principle to establish an Alberta Sport Tourism committee. Inaugural members will include sport tourism commissions from Calgary and across the province. This committee ~~would~~ will become the one stop shop for international athletes looking to access Canadian sport facilities to train and acclimatise. Although the Alberta Sport Tourism Committee is in its infancy, members are actively working to develop a platform for sport hosts and event rights holders to connect, as well as offer educational opportunities and support tools. The first initiative of the group is to host a "Sport Tourism Summit" in conjunction with Alberta Sport Connection's biennial Sport Leadership Conference in late April of 2019.

A HOME AWAY FROM HOME

Canadians love the outdoors. We are a winter nation, well equipped to enjoy our beautiful natural landscapes. Our approach to Athlete Experience reflects our orientation towards nature and winter.

Together with our sports communities, HostCo will design a unique welcome ceremony that puts athletes at the centre. In line with The New Norm we will create a single experience for all teams, limiting the number of welcome ceremonies required.

We will engage Canadian and international athlete communities well in advance of the Games to help ~~build design~~ Athletes' Villages ~~that provide seamless access to venues~~; where athletes ~~will~~ feel safe and comfortable; ~~where they enjoy seamless access to venues~~; where they have all the amenities they need to perform their best. With The New Norm at the forefront of our planning, Calgary 2026 will provide three Athletes' Villages (Calgary, Canmore, Nakiska) and two Athletes' Accommodations (Whistler, ~~Curling TBD~~). These will allow athletes to access their competition and training venues in less than 30 minutes. We consulted with Olympic and Paralympic athletes and sports experts ~~to develop in~~ developing these smaller, "bespoke" Villages, ~~where with~~ services ~~will be~~ tailored to the needs of those housed there.

We want athletes to experience what it means to be Canadian; that mix of outdoorsy adventurousness coupled with an optimistic embrace of the future. We will offer unforgettable moments through evening campfires, cosy indoor spaces, along

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with amazing virtual reality experiences. Quiet and relaxing rooms will provide ample space, comfortable amenities and Wi-Fi connectivity. Villages will have minimal environmental impact, including a green waste management approach. Village recreation spaces will create an atmosphere of inclusion and community, indoors and out. What could be more Canadian than curling rinks, ball hockey, and outdoor exercise areas? Comfy chairs, warm drinks, and fleece blankets around the campfire will help highlight why we love winter, while providing meeting points around the Village to relax and meet fellow competitors. At venues and in Villages, athletes and their families will experience local culture including dance and theatre performances, visual art displays, and locally produced Alberta cuisine.

We want athletes to be cared for inside and out. Key services will include access to LGBTQ2S+ and multi-faith spaces. As was done in previous major sports events in Canada, we will look into establishing a Pride House during the Games. Our top-rank medical services and physicians will be available for every athlete. Well-being and mental health are important values in our Games concept; we will make sure athletes have ready access to professional support. We are investigating educational counselling and career/transition mentoring programmes with the "Athlete Commission and Game Plan" (Canada's National Total Athlete Wellness program) that will help active athletes with the often-difficult transition out of sport. We will also use technology and social media to spark honest and authentic conversation with youth about mental health and wellbeing.

Through specially designed apps, athletes will get to know the city and discover the surrounding sights. We're partnering with local businesses to provide athletes with VIP treatment, highlighting the best coffee shops, best haircuts, and top dining options. We'll combine technologies into one resource to help athletes become familiar with their Venues, Villages, daily menus, local sights, shopping, and dining options. Clear and simple transport systems will help athletes feel at home and connected. We'll encourage athletes and their families to linger in our beautiful region after competition ends and provide in-Village travel guides for the Rocky Mountains and surrounding areas at special athlete-only rates.

Our nutritious food and healthy sanitation systems will free athletes to concentrate on what's important: competing. Canadians enjoy fresh and healthy local food, as well as ingredients and culinary traditions from around the world. The Games' main dining facilities will showcase Canadian produce and vibrant international flavours, while respecting athletes' cultural and religious beliefs. Access to on-line and in-person nutritionists will be available to provide programmes and information. We will work with the HostCo Athletes' Commission and NOC/NPCs to understand how we can better provide healthy, nutritious options for athletes "on-the-go" at or between training and competition venues.

Our world-class, local coffee roasters will set up at multiple locations around the Villages, where athletes will enjoy delicious coffee, warm beverages, and snacks as they sit around the campfire, relax, and meet other athletes. Strategically placed food trucks and local product kiosks will provide more exciting culinary options.

We want athletes and their families to be able to plan ahead, and to be able to anticipate problems. Therefore, we'll provide access to the Villages during test events prior to the Games.

GETTING AROUND TOWN

We've designed our venues and transport networks to maximise efficiency and minimise time spent on buses. We'll provide easy to access transport around the Villages, at mountain and city venues, and from cluster to cluster.

A SAFE AND INCLUSIVE ENVIRONMENT

Athletes have the right to compete in a safe and welcoming environment, with complete confidence in the governance and administration of the Games. Canada has deep and on-going experience in protecting the safety and integrity of sport, leading the world in improving sports governance, developing anti-doping regulations and testing, conducting concussion research and prevention, safeguarding athletes from harassment and abuse, and promoting equality in sport.

Calgary 2026 will do more than just comply with the domestic and international requirements necessary for hosting major multi-sport events. We aim to become the most advanced Games in Olympic and Paralympic history when it comes to safe and ethical sport.

In the years leading up to the Games, we will collaborate with national and international stakeholders to strengthen existing policies and programmes across the country. New initiatives will support the development and delivery of effective, accountable, and inclusive sport organizations, programmes, and events. These initiatives will focus on universal threats to the integrity of sport, such as, match manipulation, athlete abuse and harassment, gender inequity, and performance enhancing doping. We'll work towards the further prevention of concussions and other injuries while promoting a quality sport experience from national teams down to the local club level.

CEREMONIES CENTRED ON THE ATHLETE

McMahon Stadium, which will host 40,000 spectators, will welcome athletes at the Opening and Closing Ceremonies. The Opening Ceremony for Calgary 1988 was also held here – its reuse underlines our commitment to environmental and fiscal responsibility and highlights the long-term benefits of Olympic legacy.

Athletes will enter the Opening Ceremony first, and ~~can~~ will be able to depart early. Dedicated secure transport, limited wait times, and access to food and beverages will also be part of the athlete experience. Athletes who choose to miss the Ceremony to rest pre-competition will still have the opportunity to be part of this once-in-a-lifetime experience. A live broadcast to and from all Athletes' Villages will feature special moments where we cut live to the athletes in the Villages, so they can participate in the excitement in real time. If their NOC/NPC agree to move them, athletes competing at Nakiska, Canmore and Whistler will have the option to be transferred to the Calgary Athletes' Village once they have completed competition, so they may easily attend the Closing Ceremony.

Athlete advisory groups will help us plan thoughtful athlete-centred Medal Ceremonies that may include details like gifting the flags that fly behind the podium and providing cases and extra medal ribbons, so they may display their medals for years to come.

The stories of the Olympians and Paralympians who compete at the Games are captivating and but often go untold. By utilising the latest technology, social media, and our domestic and international media partners we'll make sure these incredible stories are shared with Canadians and with the world. We'll showcase women in sport and Paralympic athletes, giving everyone a chance to shine, to inspire, and to share their passion and their Olympic journey.

UNFORGETTABLE ATMOSPHERE, UNFORGETTABLE MEMORIES

Friends and family are a crucial part of the Olympic and Paralympic journey. To help prevent distractions for athletes leading up into the Games, we will make resources available to help support the athletes' biggest supporters. Calgary 2026 will give friends and family members pride of place. Each medalling athlete will have access to a minimum of four complimentary tickets to a private viewing area during Medal Ceremonies to cheer and celebrate. All other athletes will have first-come access to complimentary tickets for a private viewing area in Medals Plaza.

We will offer each athlete the opportunity to purchase a pre-determined number of tickets for their competition session. We'll work with each NOC/NPC to ensure this opportunity is provided and easily accessed by each competing athlete; we'll develop a portal or app for friends and families to access tickets, including late-qualifying teams.

We'll work with our athlete advisory group to build a family and friends housing and billeting programme, which will help loved ones find appropriate and affordable accommodation – and thereby further reduce stress on athletes. We will work

with our sponsors and partners to create places for athletes and friends and families to meet up, spend time together, and enjoy all that the Games have to offer.

Aside from ensuring family and friends can attend the events they need to be at, we're committed to filling venues with enthusiastic crowds. Canadian fans are known for cheering on anyone and everyone in the true spirit of Olympism and Paralympism. Our passion for winter sport and our culture of hosting many international winter sport events has created a large population of passionate and knowledgeable fans and spectators. Leveraging our existing education programmes through our National Sporting Federations, we'll continue to educate our spectators in winter sport, building excitement and packing venues with knowledgeable and enthusiastic fans. Additional detail of our sport expertise can be found in section 5.1.

Our ticketing strategies will fill venues and make for an unforgettable experience for athletes. We will also make affordable ticketing a priority to ensure that most everyone who wants to experience the Games, will be able to do so.

Our cultural celebrations, Live Sites, and Medals Plaza will offer additional places of festivity for athletes and spectators to experience Canadian culture with the energy and passion that the Olympic and Paralympic Games brings and the excitement of the Games. Canada has a great deal of experience and success in creating this type of energy, passion and enthusiasm. Calgary 2026 will continue our rich tradition of building a global community with incredible atmosphere at major Games.

Finally, we want to make sure athletes the Games at the Calgary 2026 Games leave with more than just memories. So we'll work with our athlete commission and cultural, social, and environmental advisory groups to provide athletes with meaningful keepsakes.

20. Engaged Athletes

Canadian Paralympic Committee (COC) Athletes' Commission

The COC's Athletes' Commission that represents the voice of athletes to the COC Board of Directors has been in existence for 40 years. It is instrumental in presenting Canadian athletes' perspectives on policy and programme decisions such as Olympic Team selection, athlete funding, and other matters concerning high performance sport in Canada. The members are elected every four years and meet to discuss their strategic plan. The Commission was established in 1980. Oluseyi Smith is the current Chair of the Commission and has competed in both Summer and Winter Olympic Winter Games. The National Federations of the COC all have Athletes' Commissions of their own.

Canadian Paralympic Committee (CPC) Athletes' Council

The CPC's Athletes' Council is an elected group of current and retired Paralympic athletes (within the past eight years) that advocate for the interests of Paralympic athletes. The Council provides the CPC staff, committees and Board of Directors advice and comments from a Paralympic athlete perspective. Chelsey Gotell, Chair of the Canadian Paralympic Athletes' Council, is a 12-time Paralympic Swimming medalist and is the IPC athlete representative on the IOC Athletes' Commission.

The 2026 Bid Committee

Hayley Wickenheiser, a five-time Olympic medallist in Hockey and an Olympic competitor in Softball, is the Vice-Chair of the Calgary 2026 Bid Committee Board. She is a member of the IOC Athletes' Commission. Three other prestigious Canadian Olympians sit on the Calgary 2026 Board: Catriona Le May Doan, three-time Olympic medallist in Speed Skating; Tricia Smith, Olympic medallist in Rowing, President of the COC, IOC Member and board member of the International Council of Arbitration for Sport; and Dick Pound, IOC Member, Olympic swimmer, former President of WADA and former Vice-President of the IOC. Marc-André Fabien, President of the CPC, has been appointed by the CPC as its representative on the Board.

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21. How Athletes Get Involved

The ~~Organising Committee~~ HostCo Board of Directors (~~HostCo~~) will have a minimum of one Olympic and one Paralympic athlete. These two individuals will co-chair the HostCo Athletes' Commission which will be composed of several Olympic and Paralympic athletes.

Canada has a very long and meaningful history of athlete leadership in sport. Calgary, being the unofficial winter sport capital of Canada, has hundreds of current Olympians and Paralympians living in the region who we will engage in Games preparations. This well-connected group, along with the Canadian NOC/NPC Athletes' Commissions, has already facilitated several athlete town hall forums that have shaped our bid.

The HostCo's Athletes' Commission will draw upon this pool of athletes to contribute to Games planning such as the development of a friends and family programme for visiting teams, job and volunteer experience for Canadian and foreign athletes, ticket programmes for athletes, Opening and Closing Ceremonies that support athlete interests and needs, and entertainment in the Villages and in the community, and so on.

In addition, Canadian athletes can also participate in Game Plan, Canada's total athlete wellness program. A collaboration between the COC, CPC, Sport Canada and Canadian Olympic and Paralympic Sport Institute Network (COPSIN), Game Plan provides the resources to Canadian athletes during and post career to help them with health, education, and employment. Through Game Plan's Employer Network, athletes will have access to exclusive employment opportunities at the Games at Calgary 2026. A key tenet of Game Plan is to prepare athletes for life after sport and to guide athletes through the first few years of post retirement. The Games will provide providing a unique opportunity for athletes to get real-world experience working for an international sporting event.

The types of opportunities for athletes would vary depending on their experience and their interest, but at a minimum would involve short-term job shadow opportunities, paid internships, and for those athletes with appropriate experience, full employment with Calgary 2026.

Calgary 2026 will also engage in discussions with the IOC and IPC through their Athlete Career Programs to offer employment opportunities and internships to the international athlete community.

22. Games in Canada Will Be Clean

Calgary 2026 is committed to delivering a state-of-the-art Doping Control programme at the Calgary 2026 Olympic and Paralympic Winter Games. We will ensure measures are in place for a level playing field for all competitors, and we will also create a legacy for future Games in the form of an Anti-Doping initiative focused on pre-Games athlete outreach and education through each NOC/NPC.

EVERY MEASURE TAKEN TO ENSURE CLEAN ATHLETES

General Standards

A highly sophisticated programme, with intelligence gathering and sharing with cooperation from Canadian Border Services Agency (CBSA) and the Royal Canadian Mounted Police (RCMP) will be employed at the Games. This programme will be transparent, fair, and in compliance with the IOC/IPC and the World Anti-Doping Agency (WADA) regulations and stipulations in force in 2026. The programme will work jointly with WADA and the Canadian Centre for Ethics in Sport (CCES), to ensure effective coordination and of testing. All testing will comply with the 2026 prohibited substance list and Testing Standards.

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Venues – Location and Capacity

The anti-doping facilities and stations will be provided at all competition venues, Athletes' Villages and accommodation locations, as well as adjacent to the Medals Plaza. At multi-sport venues such as Canada Olympic Park, Calgary 2026 aims to provide a central anti-doping station with enough Doping Control Officers to accommodate all events and peak testing periods.

Level of Service

Samples will be collected based on the WADA/Independent Testing Agency code that will take effect January 1, 2026. The testing will take place at selected test events, staging camps, and during the Games period (Village opening to end of Games).

Staffing

Canada is fortunate to have a robust and experienced national Anti-Doping organisation (NADO) in the Canadian Centre for Ethics and Sport (CCES). To maximise the efficacy of the 2026 Anti-Doping Plan, Calgary 2026 will employ full-time staff seconded from either CCES or WADA, ensuring we have world-class anti-doping experts from these two respected organisations.

Calgary 2026 will be well prepared for the numerous medal events and at Athletes' Villages by recruiting approximately:

- 750 volunteers (chaperones and administration)
- 30 venue Doping Control Managers
- 120 Doping Control Officers

Where required, phlebotomists will be drawn from the existing CCES pool or drawn from volunteer phlebotomists who will undergo the CCES training.

Additional Measures

As was the practice at previously hosted multi-sport events, the Calgary Anti-Doping team will educate and liaise closely with Canadian law enforcement and border control agencies. This will increase awareness among officers of doping paraphernalia, substances, and materials that may or may not be brought into the country prior to and during the Games. Close communications will be maintained with these agencies to ensure any suspicious imports are assessed or halted and the Anti-Doping team notified. During the Games the cleaning staff in the Athletes' Villages and at venues will also be educated to identify suspicious waste, and a rapid notification process ensured. Strict policies and procedures will be in place and tested to ensure their efficacy.

Location of Testing Laboratory

For all Games testing, we will be using the WADA accredited lab in Montreal. Samples will be sent here via a dedicated, a secure courier service. Using the existing lab in Montreal is in keeping with the New Norm approach and will enable us to continue to provide exceptional quality control. The Montreal lab is 3,015 kilometres flying distance from Calgary (commercial flight time is 4 hours and 45 minutes).

Transport from the venues and the Calgary Polyclinic would be via a secure, dedicated Anti-Doping transport system to the Anti-Doping Operating Centre (in the main Athletes' Village in Calgary) and be transferred by personal escort to the Calgary International Airport for transport to the lab in Montreal. From end to end, this dedicated chain of custody will be safe and secure. Approximate driving distances from the venues to the Calgary Polyclinic are indicated below:

- Canmore - 107 kilometres
- Kananaskis - 100 kilometres
- Canada Olympic Park Cluster - 15 kilometres
- Southville Cluster - 8 kilometres

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The Canadian Centre for Ethics in Sport (CCES) is the Canadian National Anti-Doping Agency and responsible for the National Anti-Doping program and extensive education programmes for athletes and coaches. As stated by the CCES:

"The cornerstone of the CCES approach to ethical sport is our responsibility to educate Canadian athletes and their support personnel about their rights and responsibilities.

For elite-level athletes, education is focused on the anti-doping program^{me}, including information about banned substances and methods, the sample collection process, and the Whereabouts Program^{me}.

The CCES administers the Canadian Anti-Doping Program on behalf of Canadian athletes. A critical part of this program^{me} is ensuring that athletes subject to doping control understand their rights and responsibilities.

The CCES has developed a variety of education tools to keep athletes informed at the highest possible level."

The CCES provides many organisations with customis^{ed} programmes that employ e-learning to help athletes at every level. These include Canadian University Sport, the Canadian College Athletic Association, Canada Games, North American Indigenous Games, Canadian Hockey League, Hockey Quebec, Football Canada, National Sport Organis^{ations}, and Registered Testing Pool Athletes.

The CCES has created sessions and presentations that will be shared with NOC/NPC via both webinar and documentation, including information about banned substances and methods, the sample collection process, the Whereabouts Program^{me}, and the importance of values-based sport.

Outreach booths at test events and during the Games will provide opportunities for athletes and support personnel to ask questions and have conversations about anti-doping and ethical sport with experienced, friendly, and knowledgeable CCES representatives. The booths will also provide information on the World Anti-Doping Code and Anti-D^{oping} rules. Resources will be made available to athletes and athlete support personnel including:

- Global Drug Resource Online for verification of the status of medications
- WADA's Doping Control video
- Athlete's Rights and Responsibilities – Doping Control Process

CCES and Games Planning

Embedding CCES staff into the organising committees of other Canadian multi-sport international competitions was accomplished through early agreements and secondments. The planning and delivery of Anti-D^{oping} program^{mes} for major events is a core part of CCES' mandate, and the plan is for Calgary 2026 and CCES to develop a similar agreement for the 2026 Games.

This is another example of utilising existing Games experience and infrastructure in the fight against doping in the most efficient and effective manner. Canada has been at the forefront of protecting the integrity of sport and will deliver an onsite environment that is safe and fair for athletes and coaches, and free from outside influences.

23. Games Manipulation

We recognise that cheating runs contrary to the Olympic Values and breaches both the IOC Code of Ethics and the Olympic Movement Code on the Prevention of the Manipulation of Competitions.

We are also aware that the IOC has established initiatives to tackle the risks posed by competition fixing and related corruption and that these initiatives fit into three categories: regulations and legislation; education and capacity building; and monitoring, intelligence and investigation.

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Regarding this latter initiative, the IOC has created the Integrity and Betting Intelligence System (IBIS) that collects and distributes information and intelligence related to sport betting for Olympic Movement stakeholders. All Olympic IFs have joined, and IBIS is now being extended to NOCs and other multisport events. Partners include sports betting operators, regulatory authorities and law enforcement bodies. The IOC also monitors the market and has an IOC Integrity Hotline. HostCo and other authorities will fully cooperate with the IOC and other agencies to assist in this area for the Games.

The Canadian Criminal Code outlines 5 sections (197, 202, 203, 204, 207) related to gaming and betting that manage the assets used for betting and the way in which these activities may occur in Canada. These regulations limit the ability to place bets outside the existing regulated structure as defined in the Criminal Code. In addition to enforcing the rules and regulations around betting in Canada, the Royal Canadian Mounted Police (RCMP), Canada's national police force, monitors and manages suspicious activities related to sport. In their framework for the Games, the RCMP-led Integrated Security Unit has included the monitoring of intelligence and the enforcement of any wrongdoing associated with Games-related betting. Within Alberta, under the Gaming, Liquor and Cannabis Act, the Alberta Gaming and Liquor Commission has oversight of gaming. Education related to betting specific initiatives falls within their mandate. In accordance with this legislation, Alberta will not offer any products or issue any licenses that would permit sports betting in relation to the Olympic and Paralympic Winter Games 2026.

An integral part of the safe and respectful sport framework for HostCo will be education and awareness relating to outcome manipulation and match fixing. This will become an important legacy item, one that will ultimately inform the national safe and respectful sport structure being created for all of Canada.

24. Athletes' Villages

Olympic and Paralympic athletes will be housed in locations strategically placed close to competition and training venues. This arrangement aligns with our guiding principles and The New Norm of upgrading and reusing existing facilities, creating invaluable legacy infrastructure, and giving competitors an exceptional Olympic experience. New Athletes' Villages are being built in Calgary and Canmore, both of which will also provide a much-needed boost to rental and affordable housing stock in both communities as a legacy. These Villages will host Olympic and Paralympic athletes and will be designed in close consultation with them, as well as meeting the highest standards of architectural design, build quality, environmental performance and accessibility.

The two existing housing facilities that will be reused are both exemplary buildings in stunning mountain locations. Nakiska Athletes' Village will serve all Alpine athletes that and will be housed in the beautiful Pomeroy Lodge Resort in Kananaskis, just minutes away from Nakiska Mountain. The Whistler Athletes' Accommodation will serve the Nordic Combined and Ski Jump competitors. This was purpose built for the Vancouver 2010 Olympic Winter Games and is an outstanding facility.

Calgary Athletes' Village is to be located in a new housing development at 1057 7th Street SE in the Rivers District in the heart of Calgary. This is ideally situated with easy access to the City competition clusters. The current owner of the site is the City of Calgary, with ownership post-Games to be by the City of Calgary and private entities. The concept plan for the site envisions four high-rise, fully accessible buildings to accommodate Olympic and Paralympic athletes during the Games, with heights ranging from 13 to 29 storeys and an expected bed count of 3,136 beds. Post-Games, the units will be converted to a mix of market and affordable housing. The development parcel area is 4.7 hectares with adjoining vacant land that will accommodate temporary overlay requirements.

The site is at an altitude of approximately 1045 metres, is predominantly flat and will have a maximum distance between service areas of approximately XXX metres. Please refer to the Question 28 response for the financing strategy for the Village. Paralympic considerations have been incorporated into the initial planning of the capital and overlay budgets for the site and

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will be further developed during the detailed design phase of the project. Partial funding is to be provided from government entities along with a public-private partnership.

Athletes' Village						
Cluster	Venue Name	Sport / Olympic and Paralympic Event	Kilometres from Village	Minutes (Average Travel Time)	Capacity	Legacy
Foothills	Community Arena	Ice Hockey 2, Para Ice Hockey	9	21	Market, affordable housing	3,100
Foothills	Multi-Sport Complex	Figure Skating Short Track Speed Skating Wheelchair Curling	9	21		
Foothills	Olympic Oval	Speed Skating	11	26		
Stampede Park	Saddledome	Ice Hockey 1	1	5		
Canada Olympic Park	WinSport	Snowboard Slopestyle, Big Air, Half Pipe Freestyle Skiing Slopestyle, Moguls, Aerials, Half Pipe	15	30		
Canada Olympic Park	WinSport	Bobsleigh Skeleton Luge	15	30		

Nakiska Athletes' Village will be located on Centennial Drive in Kananaskis near the Nakiska Mountain Ski Area, the location for the Alpine Skiing and Snowboarding competitions. The Lodge is owned by Pomeroy Lodging/Marriot Hotels and ownership will be retained by them for the foreseeable future. The existing lodge has a capacity of 735 beds and as such, temporary modular units will be utilized as a means of increasing the capacity to meet the required athlete housing needs of 1,000 beds. HostCo will be responsible for the delivery of these modular units. The site is at an altitude of 1400 metres, predominantly level with a maximum gradient of 5 percent. The maximum distance between service areas and the temporary housing is approximately 350 metres. The hotel lands are X.X hectares with an adjacent X.X hectares available for overlay. Paralympic considerations for this village are not applicable as this location is exclusively housing Olympic athletes.

Nakiska Athletes' Village						
Cluster	Venue Name	Sport / Olympic event	Kilometres from Village	Minutes (Average travel time)	Capacity	Legacy
Mountain	Nakiska Mountain	Alpine Skiing Downhill, Super-G, Alpine Combined, Giant Slalom, Slalom, Team Event Freestyle Skiing Ski Cross Snowboard	4	6	1,000 (700 beds + 300 temporary)	No Change

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		Parallel Giant Slalom, Snowboard Cross				
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Canmore Athletes' Village is a new facility to be constructed at 1850 Palliser Trail in Canmore. This location puts Olympic and Paralympic athletes close to the Canmore Nordic Centre. The proposed site is owned by the Canmore Community Housing Corporation and ownership will be retained by them following the [Olympic and Paralympic Winter Games](#). The site is at an altitude of roughly 1,320 metres, with maximum gradients of 5% and a maximum distance between major service areas of 400 metres. The proposed facility includes the construction of 3 low-rise, fully accessible residential buildings to be utilised as affordable housing and athlete housing post-Games. Buildings will have a maximum height of 4 floors, with a total bed count for the village of 1,262 beds. The development parcel area is 5.7 hectares with an adjacent 0.9 hectares parcel available for overlay. Please refer to the Question 28 response for the financing strategy for the Canmore Athletes' Village. Paralympic considerations have been incorporated into the initial planning of the capital and overlay budgets for the site and will be further developed during the detailed design phase of the project.

Canmore Athletes' Village						
Cluster	Venue Name	Sport / Olympic and Paralympic event	Kilometres from Village	Minutes (Average travel time)	Capacity	Legacy
Mountain	Canmore Nordic Centre	Cross-Country Skiing Biathlon Para Biathlon Para Cross-Country Para-Alpine	6	16	1,250	Perpetually affordable housing

Whistler Athletes' Accommodation, built for Vancouver 2010, will house the Olympic Ski Jump and Nordic Combined athletes and is to be located in the existing Whistler Athletes' Centre located at 1080 Legacy Way in Whistler, BC. The facility is owned and operated by Whistler Sport Legacies. This site [has is at](#) an altitude of approximately 950 metres with a maximum [of](#) gradient between service areas of no more than 5% and an approximate maximum distance of [xx](#) metres. The facility has a maximum of 4 stories. Given that this venue is exclusively hosting Olympic sports, there are no Paralympic considerations for this facility.

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Whistler Athletes' Accommodation						
Cluster	Venue Name	Sport / Olympic event	Kilometres from Village	Minutes (Average travel time)	Capacity	Legacy
Whistler	Whistler Olympic Park	Ski Jumping Nordic Combined	19	22	350	Minor upgrades

25. Village Site Maps

Site maps are provided in the official submission.

26. Topography and Soil Conditions

Calgary Athletes' Village

The Calgary Athletes' Village is-will be located on a level site at the east end of the city near the confluence of the Elbow and Bow Rivers. The property is currently occupied by a transit garage, which will be relocated prior to redevelopment. Some minor soil contamination is anticipated based on exploratory bore holes, which will be fully remediated in accordance with municipal and provincial environmental guidelines, prior to construction.

Based on the surficial geology, the soils in the project area are expected to consist of fluvial silt overlying gravel. Based on the geotechnical engineer's recent experience near the project site, gravel, overlying bedrock of the Paskapoo formation is also expected to be found at the project site. Some fill soils from previous construction and grading activities are also anticipated at the existing ground surface.

The available subsurface information near the project site indicates the presence of fill soils with thicknesses of 2.0 m to 3.0 m, overlying gravel (2.0 m to 4.0 m thick), overlying bedrock. The bedrock depth approximately varies from 5.0 m to 6.0 m below the existing ground surface. Although not confirmed at this stage, the bedrock surface elevations are expected to vary from 1037.0 m to 1039.0 m. The thicknesses of the fill soils/gravel and bedrock depths may vary at the project site. The bedrock is expected to consist of interbedded layers of siltstone, sandstone, and/or mudstone.

Groundwater is expected to be present within the gravel (at depths approximately varying from 4.5 m to 6.0 m below the existing ground surface), as well as within the bedrock. Thus, groundwater seepage is expected to be encountered during construction excavation and foundation installation.

A variety of shoring and foundation methodologies are feasible within the project site and these will be evaluated in more detail in the schematic design phase of the project.

Canmore Athletes' Village

The Canmore Athletes' Village site is-will be located in the northeast section of Canmore. The site's southwest boundary fronts Palliser Trail, which runs parallel to the west bound lane of the Trans Canada Highway.

Block 6, Plan 9312238 ranges in elevation from 1358.5m to 1320.75m. This elevation range includes a 25m high steep bench on the eastern corner of the block. Most of the block lies below the base of the steep bench at elevations between 1320.75 and 1333.5m. Excluding the steep bench, the overall slope of the site is approximately 5%.

The topographic features have been analysed in terms of the area's ability to accommodate development. Largely, the site is sloping down to the adjacent Palliser Trail, with clear development potential. Some regrading will be required to establish an internal road system and 'platforms' for the various development components. Environmentally, a wildlife corridor crosses the top elevations of the site, slightly impacting on the development potential, but much of this corridor consists of steeper grades that would make construction challenging.

Bedrock geology underlying the site comprises the Jurassic and Lower Cretaceous age Kootenay Formation (Alberta Geological Survey Map 232A), which consists of shale, siltstone, cherty and phosphatic dolomite, coal, glauconitic sandstone and shale. The surficial geology of the area comprises fluvial deposits associated with the Bow River channel and floodplain, consisting mainly of gravels, including lenses of sand, silt and clay. The site is on the Stoneworks Creek alluvial fan deposit. This aggregate material consists of well-graded gravel and sand, and gravel mixtures, containing a trace of fines. Gravel clasts typically are angular to round in angularity and rounded to elongated in shape.

This geology is fairly typical for much of this area of Canmore and is very workable for construction. In any case, there are no basement structures proposed for the development, only some retaining structures which are required to create the above grade parking areas under each residential building. It is most likely the five and six storey buildings proposed will only need shallow strip or raft foundations, which are consistent with the construction rates forming the basis of the capital budget.

27. Athletes' Villages Development Timelines

Calgary Athletes' Village

Delivery of the Calgary Athletes' Village will be the responsibility of the Calgary Municipal Land Corporation (CMLC), partly funded through a Community Revitalization Levy (CRL), with private, sub-developer partners: a procurement strategy which has been successful in Calgary's Rivers District.

A high-level schedule of the development of the Village is as follows:

Calgary Athletes' Village – Development Schedule		
Description	Start	Finish
Planning	Q3 2019	Q4 2019
Design & Procurement	Q1 2020	Q4 2022
Permitting	Q1 2021	Q4 2022
Land Development	Q1 2022	Q4 2022
Construction	Q1 2023	Q3 2025
Fit-Out	Q3 2025	Q4 2025
Olympic-Paralympic Transition	25 Feb 2026	27 Feb 2026
Post-Games Conversion Works	19 Mar 2026	Q2 2026

Canmore Athletes' Village

Canmore Community Housing Corporation (CCHC), which is the Town of Canmore's agency for managing its Perpetually Affordable Housing (PAH) portfolio, will be responsible for the development of the Canmore Athletes' Village.

A high-level schedule of the development of the village is as follows:

Canmore Athletes' Village – Development Schedule		
Description	Start	Finish
Planning	Q2 2019	Q1 2020
Design & Procurement	Q2 2020	Q1 2023
Permitting	Q2 2021	Q1 2023
Land Development	Q2 2022	Q1 2023
Construction	Q2 2023	Q3 2025
Fit-Out	Q3 2025	Q4 2025
Olympic-Paralympic Transition	25 Feb 2026	27 Feb 2026
Post-Games Conversion Works	19 Mar 2026	Q2 2026

The preliminary schedules for the development of the two Athletes' Villages have been created to minimize the schedule risk associated with such developments. Adequate timeframes have been built into the schedule to allow for front-end planning, universal design approach, and permitting processes, including time for the full public process required for development permits. To mitigate the risk of construction delays, experienced-~~tried and tested~~ construction management principles will be employed, along with close monitoring of the projects by HostCo.

28. Financing and Maintenance of the Villages

The developer responsible for the delivery of the Athletes' Villages project will retain responsibility for the financing, running, and maintenance costs of the Villages from completion date until partial or exclusive use of HostCo. Furthermore, HostCo will return the Villages to developer control after the Games in a partial or whole capacity depending on how the Village is utilised for the Paralympics, to enable the units' final conversion to conventional condominium or rental units.

In the context of the Calgary Athletes' Village, the property in the Rivers District is owned by the City of Calgary. Delivery of the development will ultimately be the responsibility of the Calgary Municipal Land Corporation (CMLC), which is the City's development management agency. Since 2010, CMLC has overseen the development of over 1,300 residential units, completed or currently under construction. CMLC will take direct responsibility for the site development, master planning (the Rivers District Master Plan has already been published), clearing of existing buildings (a 30-year-old transit bus storage facility), site decontamination (which is expected to be minimal based on preliminary investigations), utilities, and road infrastructure. Private developer partners will take responsibility for developing the development parcels in accordance with the master plan and other design guidelines. The Calgary Athletes' Village will comprise a majority of for-market apartments, with about 30% of the units dedicated to below market, and subsidized affordable housing.

In the case of the Canmore Athletes' Village, the property on Palliser Trail that will be used for the residential part of the village is owned by the Canmore Community Housing Corporation (CCHC), which is the Town's agency for managing its Perpetually Affordable Housing (PAH) portfolio. The project scope will include all works within the property lines, including access roads and utility connections to services that already exist on Palliser Trail. All of the units constructed for the Village will be rented or sold as affordable housing, with 10% of the units dedicated for the use of full-time athletes who train in the region.

In both cases, the developer or development manager will deliver the units just-in-time for Games occupation in a hotel-like configuration and retain a facility/property management team, most likely as an extension to the construction services contract, to manage and maintain the asset between substantial performance of the construction contract and exclusive use of HostCo. Post-Games, HostCo will hand the units back to the developer's team to complete conversion into conventional units which will either be marketed directly by the developer or handed to the appropriate housing agencies who will manage and/or sell the affordable units. This requirement will be included in that developer's scope and therefore be priced by the developer within the same financial arrangement relating to the development agreement.

Table 29) Village Number of Rooms and Beds

30. Invaluable Housing Legacies

The Calgary Athletes' Village is proposed for prime residential land that is owned by the City of Calgary, with an adjacent parcel under negotiation to accommodate some of the temporary overlay, as part of the planned Victoria Park Transit Center relocation. The site of the Athletes' Village, in the Rivers District, is just south of Fort Calgary, the birthplace of the city.

The Rivers District has been identified as a civic priority since 2007. Innovative tax and financial tools were established to encourage a buildout over a 25-30-year horizon and so far, the first phases of this vision, in East Village, have contributed sustainable vibrancy to the east end of downtown, through with new, significant cultural landmarks and desirable, lively, and youthful residential communities.

Developing an Athletes' Village within the Rivers District aligns with the City of Calgary's long-term objective to continue the investment in revitalizing downtown's east end. The proposed use as a Village and as a legacy mixed-use, transport-oriented development is consistent with the *Rivers District Master Plan* (2018), which identifies this particular site as a predominantly residential area. The design concept for the site fits with the adjacent East Village, comprising concrete, midrise residential towers on commercial and residential podia. The completed development will be on a desirable riverfront site, connected by river walkways along the Elbow and Bow Rivers to East Village and downtown Calgary.

The development will be on the doorstep of the city's main entertainment district and the Stampede Grounds; a new Green Line public light rail transit (LRT) station will also be close by. While the rest of the Rivers District is under development, residents will be able to access ~~neighbourhood~~ amenities and services in the historic ~~area-neighbourhood~~ of Inglewood, which is immediately across the Elbow River.

The single, most pressing challenge facing Calgary's affordable housing sector is a shortage of housing units. Population forecasts suggest that up to 22,000 new, ~~non~~-market units may be required in Calgary by 2025. The proposed Athletes' Village will provide a legacy of market and non-market housing, including affordable housing, to help meet the needs of Calgary. The plan includes 70 affordable housing units, 140 attainable housing units (near market pricing), and 500 market units.

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Canmore's number one strategic priority in their current 3-year plan is to increase their affordable housing stock. The Comprehensive Housing Action Plan (CHAP) was established in 2008, with a long-term target of 1,000 affordable units and 2,500 employee units. Canmore's current inventory is approximately 200 affordable ownership and rental units, the Canmore Athletes' Village represents a very significant boost to its portfolio, which will be quickly absorbed.

The proposed Canmore Athletes' Village will house biathlon and Nordic Olympic and Paralympic athletes during the Games and is planned as a ~~P~~erpetually ~~A~~ffordable housing complex. This lasting legacy for Canmore and the Bow Corridor will add approximately 216 ~~P~~erpetually ~~A~~ffordable homes and 24 units dedicated to athlete and coach use. The development could be expanded post-Games to add up to 120 additional housing units as required.

A small, adjacent property in the ownership of a local charity, is under agreement for temporary use to accommodate the Olympic and Paralympic overlay. In return for use of the property, a legacy multi-use building will be constructed on the land, which can also be used as part of the village entry plaza. An accessible pedestrian bridge will be built over the Trans Canada highway in conjunction with this development, which will benefit not just the residents of legacy housing but also improve the experience, connection, and safety of existing residential neighbourhoods on both sides of the highway.

The Pomeroy Kananaskis Mountain Lodge, an existing boutique-~~spa~~ hotel, ~~and~~ will be called the Nakiska Athletes' Village for those athletes competing in Alpine, Ski Cross and Snowboarding. The existing hotel room inventory will be supplemented by temporary, demountable modular rooms of a similar size. No Paralympic athletes will be housed at the Pomeroy Kananaskis Mountain Lodge.

The existing Whistler Athletes' Centre will be upgraded as part of the capital plan, to provide the accommodation for the Ski Jumping and Nordic Combined athletes. No Paralympic athletes will be competing in Whistler.

2.2 Media Experience (including IBC/MPC)

- IBC and MPC located adjacent to sport venues, downtown hotels and transport
- The highest quality technology will be available to the media
- Full media services at each cluster of sport venues



31. Connecting Media to the World

Calgary 2026 will provide an International Broadcast Centre (IBC) and Main Press Centre (MPC) that will be conveniently located in the centre of Calgary. The IBC and MPC are existing facilities and are ready to offer services to the media. The convenient location will offer press and broadcast personnel the opportunity to walk to the main ice hockey area and the Medals Plaza to capture the nightly Medal Ceremonies. Local restaurants and easily accessible public transport are also within steps of the front door.

The IBC and MPC will be the primary hub for media with access to efficient transport services to and from the competition venues with simple connections between city and mountain venues using the Olympic Route Network. Media services connecting city and mountain venues will have internet connectivity, and Calgary 2026 will continue to explore additional options as technology advances for the media to efficiently meet their international deadlines. In addition, the IBC and MPC are next to a major transit route connecting many downtown hotels to the venues.

Snow-covered peaks will provide an excellent backdrop for our mountain venues; iconic buildings will showcase the spirit of Calgary in the city, with spectacular views from the Canada Olympic Park Cluster. Cultural platforms will also be provided to help visiting media better to access and understand Canadian and local interest stories.

Cutting edge technology will be available to media as fibre networks with large amounts of unused capacity already exist across the city. Several communication feeds are already positioned within the IBC and MPC and City Venues, with the City of Calgary further enhancing infrastructure over the next few years.

Calgary 2026 will work in partnership with the IOC, Olympic Broadcast Services (OBS) and rights holding Broadcasters and Press to ensure a seamless experience, while working to deliver an efficient operation. Canada is not new to hosting major international sporting events and the expertise within Canada will ensure preparations are carried out with a global focus. To carry out the planning accurately, a HostCo Media Advisory Committee has been shaped with will include several experts in the industry, all with previous multi-sport experience. The Advisory Committee will guide HostCo throughout the planning phase and offer a strong foundation with their knowledge, including innovative ways for press and broadcasters to access athletes.

In keeping with our spirit of innovation, Calgary 2026 is looking to offer accredited media from around the world a virtual opportunity to tap into resources at the MPC, including virtual press conferences where they may ask questions from remote locations and access live feeds through their laptops/devices. We will also engage youth through a student internship programme to allow agencies around the world to hire local junior media to cover their events in a wide range of available languages.

32. IBC and MPC Facilities

The IBC and MPC meet IOC broadcast standards and are located in separate but adjacent buildings at the Stampede Park Cluster. The IBC is located in the BMO Centre and Nutrien Western Event Centre, and the MPC is located in the Big Four Exhibition Centre. The BMO Centre, Nutrien Western Event Centre, and the Big Four Exhibition Centre are all existing venues. Any upgrades, finishing, or enabling works are to be developed and delivered by the venue owner, Calgary Exhibition and Stampede Ltd., and its contractors or suppliers. See attached IBC and MPC overlay block plans for locations, adjacencies, and land allocation. The following shows the available space for each building:

BMO Centre - IBC

Total Available Space (44,353m²)

- Total Net Clear/RHB Space 24,100m²
- Total Net Clear/RHB Space with 13,500m² min. 9m Ceiling Height
- Total Meeting/Office/Operations Space 3,010m²
- Total Conference Space 564m²
- Total Back of House (BOH) Space 6,607m²
- Total Pre-Function (FOH) Space 10,072m²

Total Available Adjacent Space for Overlay (15,000m²)

Nutrien Western Event Centre - IBC

Total Available Space (4,000m²)

- Total Net Clear/RHB Space with 3,090m²
- Min. 9m Ceiling Height
- Total Meeting/Office/Operations Space 910m² (+/-)

Total Available Adjacent Space for Overlay (0m²)

Big Four - MPC

- Total Available Space (13,495m²)
- Total Available Adjacent Space for Overlay (8,500m²)

All structures are currently used for events and will continue post-Games use in the same way, apart from a demountable structure (designated Hall F) which will be constructed to complement the space offering of the existing BMO Centre. This demountable structure will be moved after the Games and be repurposed as a community sport or arts facility.

33. Site Maps

IBC/MPC Site Maps to be included separately.

34. Topography and Soil Conditions

As the IBC and MPC are located within existing venues at the Stampede Park Cluster - the only site works required at both the IBC and MPC would be enabling works for Games overlay.

35. Works Schedules

As the IBC and MPC are located within existing venues, only minor upgrades and finishing works are required. These contracts for delivery of works will be developed during the overlay venue development process. The organisation responsible for the venue development works is the HostCo Venues and Infrastructure team. The dates established for these works to be completed are as follows:

- IBC: 03 March 2025 – 12 June 2025
- MPC: 04 August 2025 – 07 November 2025

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IOC Candidature Questionnaire – Nov 11.

36. Exclusive Games Use Periods

The IBC and MPC will be secured for exclusive Games use during the following periods:

- IBC (BMO Centre / Nutrien Western Event Centre) - 08 August 2025 to 24 April 2026
- MPC (Big Four) – 10 November 2025 to 17 April 2026

Non-exclusive use of the grounds in the Stampede eCluster will begin 03 March 2025 with non-exclusive use of the Big Four starting 4 August 2025.

37. Fees and Security

There are no facility rental or business interruption fees related to the use of the IBC and MPC venues. The venue owner is supplying these venues at no rental cost due to the investment made by HostCo in its administration of the government funded capital budget into improvements and revitalization of these facilities. These include:

- Lighting, acoustics, and HVAC upgrades
- Services, amenities, and washroom upgrades
- Accessibility and access upgrades
- General aesthetics and/finishing upgrades

The IBC and MPC facilities are within the Calgary Stampede Park Cluster. The Calgary Stampede Grounds have their own dedicated security team, which includes access control, CCTV coverage, and mobile patrols. Under terms established by HostCo, this dedicated security team would control access during exclusive and non-exclusive periods, up to the point where the facilities were locked down and controlled by the Integrated Security Unit.

38. Legacy Structure

The IBC and MPC will be mostly housed in existing structures, but a demountable structure (designated Hall F) will be completed on a just-in-time basis to minimise pre-Games costs. HostCo has budgeted to relocate post-Games as a community sport or arts facility. The legacy use of this structure will be determined by HostCo and its partners.

2.3 Spectator Experience

- Calgary 2026 will create an exceptional spectator experience
- Our culturally diverse region welcomes the world
- Safety and comfort for everyone from start to finish
- Our refugee communities will embrace refugee teams
- Convenient public transport to all clusters and venues
- Exciting “last mile” activities and amenities
- An abundance of great restaurants and cultural experiences
- Proximity of Calgary and ~~M~~mountain venues allows easy same day attendance

39. Welcoming Visitors With Open Arms

Calgary and Canmore are widely known to global travellers and International Sport Federations as welcoming communities with a passionate can-do spirit. These communities exemplify the concept, "With Open Arms" by living it on a daily basis. Sited near the majestic Rocky Mountains, these communities offer a full-spectrum winter sport playground that has been embraced by dozens of National and International Federations each year to host competitions and serve both athletes and spectators.

Calgary is also known around the world to be a producer of major events. The largest, the Calgary Stampede, is a unique annual spectacle that for over 100 years has grown in scale, attendance, and international reputation. In 2018 1,272,000 ~~spectators-visitors~~ attended the 10-day event. The Stampede is a success, in part, because it too engages virtually our entire community in hosting regional, national, and international visitors attending the competitive events while celebrating our community and culture. A big part of this is welcoming visitors with impairments and older adults with mobility issues, ~~which has laying laid the~~ groundwork for an accessible Games.

This Calgary spirit truly shone in 1988 when 10,000 volunteers – an outstanding number at that time - joined the HostCo team to produce the ~~Winter Games-Calgary-1988~~. "1988" is celebrated for many things, ~~including~~ an exceptional Games experience ~~for athletes and spectators~~, notable financial endowment legacies, and warm Canadian hospitality. Now, Calgary 2026 proposes to raise ~~theis~~ bar again, ~~to-and~~ set a new, higher standard for participation and experience.

Calgary 2026 will build on ~~our-this~~ experience, applying proven strategies and engaging our communities' strengths. ~~We will:~~

- ~~Capitalize-Showcase on~~ the cultural diversity of our communities
- Engage the passionate volunteer spirit of local residents
- Multiply scope and scale of the Games experience through collaboration and partnerships
- Engage all creative sectors and commit to innovation
- Capitalize on experienced hosting and producing capacity
- Draw from previous Games' successful practices
- Respect Olympic Values and Vision 2020
- Respect ~~for~~ the IOC New Norm ~~Plans~~ guidelines

The Calgary region is a centre of extraordinary opportunity. It is a magnet for enterprising new citizens from around the world. These new Canadians have enriched our communities with ~~a full-spectrum-of~~ culturally diverse experiences and perspectives that we celebrate in hundreds of events ~~annuallyeach year~~.

This cultural diversity is our strength ~~every day~~ and will be ~~a~~ powerful presence among our volunteers ~~serving serving spectators-and~~ visitors in 2026. While we will welcome the world to our Games in English and French, our Live Sites and community-wide celebrations will personalize that welcome by expressing it in more than 200 languages, from kamusta (Pilipino) and ਸਤ ਸ੍ਰੀ ਅਕਾਲ (Punjabi), to 廣東話/粵語 (Cantonese) and oki (Blackfoot).

Many years of ~~hosting~~ successful major events ~~hostings~~ is the result of ensuring that planning, ~~preparation,~~ and implementation ~~all-focus on~~ ~~anticipating-and~~ providing for the experience of athletes, spectators, and visitors as individuals first, and then as members of groups both large and small. We also understand that ~~prioritising-and~~ providing for youth carries added responsibilities and, sometimes, different approaches.

Calgary 2026 and partners are now applying this understanding in ~~the creation of plans to ensure~~ ~~planning for~~ an exceptional and seamless spectator and visitor experience for all. ~~Our plans-We~~ will draw from Games' best practices but will also create and innovate new practices, activities, and services to offer a superlative Olympic and Paralympic experience. From the tried and true, like public transport being included as part of the event ticketed ~~ed~~ for spectators in Calgary and ~~Ceanmore~~, to

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innovative information and ticketing tech-services ~~throughout~~ Calgary 2026's experience and creativity will deliver on this strategy.

The Last Mile is a pedestrian route from the transport hub (located adjacent to each competition and designated non-competition venue) to the venue entrance. The Last Mile is an important component of the spectator experience, where Event Hosts greet spectators and street entertainers perform, making the journey safe, informative, and fun. Equipped with amplification devices and situated on risers along the Last Mile pathway, Event Services Hosts will offer timely updates and directions to assist and prepare spectators as they enter the venue. At some of the Mountain Venues, Event Services may also provide hot beverages along the ~~Last Mile~~ route in concert with volunteer organizations. Planning and delivery of Last Mile activities will be coordinated by Event Services, working ~~in concert~~ with transport and municipal partners. The Last Mile programme will include spectator management, movement of spectators with accessibility requirements, and route way-finding.

40. A Festival of Celebrations

Calgary 2026 places a high priority on maximising participation in the inspiring experience of the Olympic and Paralympic Winter Games. Our goal is to engage all athletes, spectators, visitors, and community residents. Our ~~proven strategy~~ ~~of is to~~ ~~engage~~ing with our partners to maximise the scope and impact of the Culture and Celebration programmes in the most cost-effective manner possible.

Calgary 2026 will focus efforts on creating extraordinary experiences in each venue - and ~~in~~ the connecting public spaces ~~in between~~ in Calgary, Canmore, Whistler and Nakiska. Whether it's ceremonies, competitions, medal ceremonies, Cultural Olympiad events, Live Sites, sponsor activations, provincial and Indigenous pavilions, International and National Houses, Pride House, street entertainment, public art, small screens programmes, online engagements --or all of the above -- everyone will know they have enjoyed a ~~spectacular~~ Games experience.

Live Sites play a unique and important role in the general public's connection with the Games. They offer a personal encounter with the Olympic and Paralympic spirit through a shared experience of Olympic and Paralympic calibre sport and cultural exchange. Both Calgary and Canmore will host Live Sites every day of the Games, connecting locals with neighbours and visitors through free, accessible, and family-friendly programmes. Live Sites will include partner and sponsor pavilions and activities -- and big-screen broadcasts of real-time competitions, as well as highlights of the day. They will feature in-person introductions of medal-winning athletes. Events will be integrated with main stage music performances and Olympic and Paralympic education programmes. In addition, the Live Sites will showcase arts and culture from across Canada and around the world.

Calgary's multiple celebration venues, provincial partner and sponsor pavilions, National and International Houses, and many other street and pop-up engagement opportunities will be strategically sited throughout downtown Calgary. ~~All will be~~ within walking distance of key competition venues, Stampede Park, Grandstand Medals Plaza, and many Cultural Olympiad venues accessible for all.

The primary Live Site will be located near the confluence of the beautiful Bow and Elbow Rivers, a gathering place for Indigenous ~~p~~Peoples since time immemorial. Visitors and locals alike will be encouraged to share in all of the various celebration opportunities radiating out from Calgary Olympic Plaza, a Calgary 1988 legacy venue, proudly sited in the dynamic and accessible heart of downtown.

Connected~~ing~~ to both the Olympic Plaza and the Live Site, ~~and via an~~ easily accessible ~~by a~~ "cultural corridor", are Canada's new National Music Centre; Calgary's breathtaking new ~~C~~entral ~~public~~ Library; Calgary's main culture house, the Arts Commons (home to two state-of-the-art theatres and a premier concert hall); and the Glenbow Museum, which showcases

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contemporary visual art together with historic and Indigenous galleries. This corridor will also offer multiple opportunities for accessible indoor and outdoor programming, pavilions, pin trading, public art installations, pop-ups, and various social gatherings.

Nestled in Canada's Rocky Mountains, Canmore's vibrant community will welcome the world with a Live Site in the heart of its downtown, close to competition venues and transport hubs. Post-Games, this site will become the new Canmore Civic Plaza, a lasting legacy of the Games. Programming at this Live Site will be coordinated with and reflect a content mix similar to the Calgary Live Sites, while ensuring that locals and visitors alike have an Olympic and Paralympic experience that reflects Canmore's unique character and spirit.

Whistler-based athletes will also share in celebration opportunities with other athletes, visitors and local residents.

S.24(1)(b)

draft

SECTION 3 - PARALYMPIC WINTER GAMES

- Access and inclusion are priorities for Calgary 2026
- Incorporating Olympic and Paralympic Winter Games in one spectacular event
- Successful Paralympic Winter Games a priority for all levels of government
- Games will increase sport opportunities for people with impairments
- Paralympic athletes and officials fully integrated in all governance and planning
- Enthusiastic spectator and media interest in the Paralympic Winter Games

draft

41. Paralympic Vision

Our vision is based on the foundation of two key planning pillars accessibility and convenience. As Calgary 2026 welcomes Paralympic athletes, coaches, and spectators with open arms to the Calgary Paralympic Winter Games, we will open the eyes of the world to the highest levels of inclusivity and participation. This will be a showcase of barrier-free facilities and services, as well as a joyous celebration of the spirit and achievements of Paralympians. The Games will be held on the 50-year anniversary of the first Paralympic Winter Games in 1976, so we will recognise this milestone and bring our vision to life with 50 days celebrating Para sport and culture. These events and activities will connect with all Canadians and a global audience, enlivening the worldwide Paralympic Movement.

Canada's Paralympians have enthusiastic support from across the country, and our country's focus and support for Para sport goes to the highest orders of government. Retired Paralympian Carla Qualtrough is Canada's current Minister of Public Services and Procurement and Accessibility. Visually impaired since birth, Calgary-born Minister Qualtrough is passionate about the power of sport and physical activity to change lives. She is committed to equity and inclusion in her ministerial role and these values are shared by her colleagues and Canada's Prime Minister. She is creating a federal policy for access and inclusion which will serve as a model for our entire country.

Chantal Petitclerc, the most decorated of female Paralympic Summer Athletes with 21 medals, is a Canadian senator. She champions accessibility and inclusion issues at the highest levels of the Canadian Government. She is a well-known figure across the world and recognised throughout the Paralympic Movement.

Hosting the Paralympic Winter Games will further open our doors for cultural expression and celebration—and, through this, achieve social, economic, and sustainability advancements. Our local communities will benefit with barrier-free environments that encourage meaningful participation in the Games and in sport in general. There will be lasting benefits to our infrastructure, transportation, and local businesses from hosting the Games. Increasing accessibility is good for everyone, and our region will become a destination for Para sport events and known as a desirable vacation spot for people with impairments. Calgary 2026 will establish a global benchmark for accessibility and will inspire Canada's push toward becoming a more inclusive society. The City of Calgary has long taken the lead in areas of inclusion and equality, and our region and country continue to benefit from progressive legislation and programmes aligned with core Paralympic values.

Culturally, the Paralympic Winter Games will feature professional impairment and mixed ability arts organisations in our Live Sites. Building on the existing programme of the CPC, Paralympic themes, activities, and modules will be integrated into our education programme.

Social change will accrue through Paralympic athlete engagement opportunities and support for athlete-focused programming, boosting public awareness of Para sport and Paralympic athletes and benefitting the worldwide Paralympic Movement. The amazing skills and talents of people with impairments will be highlighted through these projects, promoting the Paralympic values of determination, inspiration, courage, and equality.

The stories and performances of Paralympic athletes have inspired us as a nation. Canadian Paralympic athletes shone in Vancouver 2010, Sochi 2014 and PyeongChang 2018. Many pioneers of Para alpine skiing live and train in the Calgary region, and we have the largest recreational Para alpine skiing club in Canada. Nearby Edmonton hosted the first national wheelchair games in 1968, led by the founding president of the IPC and Order of Canada recipient, Dr. Robert Steadward. We are leaders in Para sport: wheelchair rugby was invented in Western Canada in the 1970s; Calgary hosts annual international Para ice hockey tournaments; and Canmore hosts and delivers numerous Para Nordic events.

Finally, Canadians regularly name Terry Fox as one of our greatest heroes: In 1980, the Para athlete attempted to run across Canada to raise funds for cancer research—recurring cancer cut his life and his run short after 5,300 kilometres. His legacy lives on with annual Terry Fox Runs taking place in over 40 countries to raise funds for cancer research, while increasing awareness around ability and sport. Terry Fox also inspired Rick Hansen, a retired

Paralympian for Canada. Hansen circled the globe in a wheelchair to prove the potential of people with impairments and to inspire a more accessible world.

Calgary 2026 builds on these traditions and legacies by collaborating with the IPC and CPC to ensure that people with impairments everywhere benefit from the Games. Canada has hosted many multi-sport events with Para sport dimensions. We know how to host exciting Para sports events that create opportunities for people with impairments and inspire change.

42. Venue Master Plan

The Paralympic Winter Games master plan includes non-competition venues both large and small: ~~t~~The Opening and Closing Ceremonies will be held at McMahon Stadium in Calgary, while the Medals Plaza in the heart of Canmore presents a more intimate atmosphere. The Medals Plaza ~~is unique, will be~~ specifically created for the Paralympic Winter Games, and we know the local community will embrace and support the plaza as its own celebratory space. The Paralympic Medals Plaza will provide easy access for athletes, officials, and the entire Paralympic Winter Games family from the Canmore Athletes' Village, while ice sports medals will be presented in venue at Calgary competitions.

Our Paralympic Winter Games concept features a mix of new and established venues, with accessibility and convenience being one of our key planning pillars. We've selected each venue as part of an integrated process operating side by side where possible with Olympic Winter Games venues. In consideration of The New Norm measures and spirit, our plan maximises efficiencies in planning and delivery.

Winter sport venues in and around Calgary already provide accessible opportunities for people with impairments -- from grass roots to Paralympic best, including ~~P~~para ice hockey, ~~P~~para alpine skiing and ~~P~~para snowboarding, wheelchair curling, and ~~P~~para biathlon and ~~P~~para cross-country programmes. New fully accessible venues and updates to existing venues will greatly enhance these opportunities and have a lasting legacy impact for all members of the community.

Paralympic athletes staying in both Canmore and Calgary Athletes' Villages will have access to efficient transport directly from their accommodation to competition and training venues, increasing time for preparation and training. The BMO Centre in Calgary will function as the IBC, which will allow for a straightforward transition from Olympic to Paralympic operations. An innovative approach to services for accredited media attending the Paralympic Winter Games includes enhanced services in each venue, allowing us to reduce the Main Press Centre following the Olympic Winter Games. In the spirit of the The New Norm, the MPC will include services for ~~m~~Media and two wheelchair accessible press conference spaces, while relying heavily on mixed zones and enhanced in-venue services for ~~m~~Media covering the Paralympic Winter Games.

We've looked for efficiencies that will reduce costs and help ease the transition: wherever possible, the same venue will be used for the Olympic Winter Games and the Paralympic Winter Games. Each of the competition venues is capable of hosting thousands of spectators during every session, creating an incredible in-venue atmosphere for Paralympic stakeholders. Paralympic athletes will compete on world-class fields of play across two venue clusters.

Paralympic Winter Games venue concept map B



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Draft 4.0 – Confidential and Commercially Sensitive – Not for distribution
IOC Candidature Questionnaire – Nov 11.

43. Integrating the Olympic and Paralympic Winter Games

An integrated HostCo will manage the delivery of both Olympic and Paralympic Winter Games. A Paralympic Integration Strategy will be developed and activated by 2021 to ensure Paralympic needs and barrier-free access are designed into the building and renovation of facilities, and in the development of marketing and communications strategies.

A Paralympic Engagement Workgroup will be formed, made up of representatives from the HostCo Athletes' Commission, sponsors, CPC, IPC, HostCo's Paralympic Planning and Integration, Marketing and Communications teams and our government partners. This group will be tasked with creating a strategy that will identify opportunities to promote and raise the profile of the Paralympic Winter Games from early on in the lifecycle of HostCo through to the Paralympic Winter Games.

A Vice President of Paralympic Planning & Integration (PPI) will lead and oversee the scope, levels of service, and operational plans of all other HostCo FAs involved in delivery of the Paralympic Winter Games. PPI will host monthly cross-functional operational meetings with a Paralympic focus to provide updates and review deliverables. In addition to accessibility awareness training, all HostCo staff will participate in extensive training to further bolster Paralympic planning efforts across the organisation. The appointment of a senior executive, reporting directly to the Chief Operating Officer and serving as the primary liaison with the IPC, will guarantee executive-level representation at the decision-making table within the organising committee, and will underline the importance of the Paralympic Winter Games in the HostCo structure.

In addition to the PPI team, we'll embed dedicated Paralympic leads within the NOC/NPC Services, Communications, Marketing and Sponsorship, and Finance teams to confirm organisation-wide commitment to the delivery of an extraordinary Paralympic Winter Games. Accessibility expertise, planning, and delivery will sit within the Overlay and Infrastructure teams and Olympic to Paralympic Winter Games transition planning led by Venue Management. The VP of PPI will chair a working group of the key FAs to build support of key functions through the early planning stages. The Community Engagement FA will be responsible for the public awareness campaigns and initiatives, including annual Paralympic Day celebrations.

The CPC will be fully integrated into the governance of Calgary 2026, including representation on the Board of Directors. The HostCo Board of Directors will include an appointed Paralympic athlete. The HostCo Athletes' Commission will be co-chaired by an Olympic and a Paralympic athlete and consist of Paralympic and Olympic athletes. Additional representation opportunities for the Para sport community will be available across numerous HostCo working groups. Further information on the HostCo Athletes' Commission can be found in section 2.

Table 44) Paralympic Winter Games Sport Competition Schedule

45. Our Testing Strategy

As a part of our Games Readiness Plan, we're committed to rigorously testing all aspects of HostCo and each of our venues to deliver excellent Paralympic competitions. Our region benefits from a rich history and depth of experience in hosting sport events, especially recurring, high-level Para sport events. HostCo will make budget contributions to existing events to test specific elements of the readiness strategy, such as field of play and results systems.

In addition, HostCo will host test events for any new Olympic or Paralympic competition venue at the international level to ensure total readiness of the field of play. HostCo will work with the IPC and IFs to make sure testing opportunities are optimised. As per The New Norm, some competitions may not undergo a test event, in which case sport training events and accessibility testing and training will prepare our Paralympic workforce and supplement the test event programme. Training events will provide opportunities to prepare our workforce and test the city environment for spectator accessibility, further enhancing awareness of the Paralympic Movement.

The winter of 2025 will be our key testing period, with a priority on testing new fields of play. The test event programme will promote Para sport in the region and will be used to build enthusiasm for the upcoming Paralympic Winter Games.

Table 46) Paralympic Winter Games Competition Venue Overview

47. Barrier-Free Paralympic Venues

The Paralympic Winter Games Calgary 2026 will accommodate Paralympic athletes in two of the same Athletes' Villages as the Olympic Winter Games: Calgary Athletes' Village and Canmore Athletes' Village. Both will be built to IOC guidelines and IPC accessibility guidelines, with specific attention to accessibility of rooms and spaces. In both villages, accessible rooms will be part of the legacy benefitting Paralympic athletes who will compete there for decades to come.

The Villages will be scaled to an appropriate size and use to fit the needs of the Paralympic Winter Games. Likewise, the IBC and the Opening and Closing Ceremony venue will also be the same as for the Olympic Winter Games. The Ceremonies venue, the Paralympic Villages and the IBC will be fit-for-purpose, including accessibility-related features and adaptations wherever possible, in advance of the Games. This guarantees a smooth transition, and reduces the venue, workforce, and overlay adjustments necessary.

Calgary 2026 will feature The New Norm approach to services for accredited media attending the Paralympic Winter Games. Members of the press will be able to take advantage of enhanced in-venue space and services in every Paralympic Winter Games competition venue, and relevant non-competition venues. We'll designate one competition venue in Canmore and one in Calgary as hubs for media, and to provide supplementary support in media services.

By the time Paralympic Winter Games stakeholders arrive, our venues will have been tested, the workforce trained and comfortable in their roles, and the operation will be running smoothly. Stakeholders will experience an outstanding Games, with no gaps in service; with any final adjustments will be made during the Olympic Winter Games.

48. Effective Transport Operations

Paralympic athletes and team officials will have dedicated TA motorcoach transport to and from the Athletes' Village and all competition venues and non-competition venues, including the airport and Ceremonies stadium. The TA service will be either a scheduled or dedicated service, depending on the needs of the sport governing body and advice from Para athletes. We'll also provide NPC vehicles to each delegation, including a pool of accessible vans and motorcoaches for the duration of the Paralympic Winter Games.

The Paralympic Family system will be planned for ultimate flexibility to meet the needs of stakeholders, and will link Paralympic Family Accommodations, competition venues, and other key non-competition venues. We'll use a mix of dedicated vehicles and a T3 service with trained local volunteer drivers to deliver effective transport solutions.

Games Officials will use a combination of motorcoaches and allocated vehicles. This TF system will be jointly planned through a collaborative service level process between Calgary 2026 and the sport governing bodies. The TF system will provide the Games Officials with a fast and effective method to move between their competition venues and accommodations. HostCo will also look for efficient ways for IFs to share transport with other stakeholder groups wherever practical, whilst maintaining pre-determined service levels.

Media will use a combination of the Calgary public transport system and a Games motorcoach system where public transport is not available and/or viable. HostCo will also look for efficient ways for members of the media to share transport with other client groups when practical whilst maintaining pre-determined service levels. All solutions in place for media will include accessible transport options to facilitate barrier-free travel.

Calgary's public transport system will be the backbone of the workforce and spectator transportation; therefore, HostCo will work with the City of Calgary to make sure public transport during the Games is planned and executed with workforce and spectator needs in mind. Further transport options, such as park-and-rides, will be aligned with Games public transport operation dates and hours. Where feasible, HostCo will also ensure that walking distances to/from venues and modal transfers are kept to a minimum to support barrier-free access.

49. Accessible Accommodation Plan

With over 27,000 hotel rooms available in Calgary and Canmore, the Paralympic Family will have a wide variety of properties offering many accessible room options. The number of hotel rooms available during the Paralympic Winter Games exceeds the requirements of the Games; the region also boasts 3,800 Airbnb and other privately available rental properties.

Game Officials will be housed in separate sections of the Calgary and Canmore Athletes' Villages, limiting the likelihood of Paralympic athletes and Games Officials coming into contact.

Visiting media will stay in hotels. HostCo will identify select hotels that are close to the competition venues, the transport network, to food and beverage facilities, and with easy access to Media Centre.

50. Room Rates

S.24(1)(b)

51. Accessible Infrastructure

Calgary 2026 will deliver a barrier-free Games with all Games venues and transport infrastructure fully accessible by 2026. Led by City Council's Advisory Committee on Accessibility with their decision to adopt a Corporate Accessibility Policy and Alberta's Barrier Free Design Guide, the City of Calgary is an accessibility leader in Canada. The Town of Canmore is also a champion of accessibility, frequently hosting Para sport events at the Canmore Nordic Centre. The Games will act as a catalyst towards further enhancing barrier-free access.

All three orders of government supporting Calgary 2026 have legislation or policies that includes high standards for accessibility and inclusion. For example, this year the Government of Canada introduced bill C-81, the Accessible Canada Act, an act to ensure a barrier-free Canada. With an initial investment of \$290 million this legislation will establish standards and regulations for the removal of barriers in areas such as the built environment, employment and customer service. It is one of many initiatives demonstrating Canada's commitment to enhancing accessibility and inclusion for everyone.

~~A variety of accommodations feature-~~Barrier-free lodging will be readily available, including wheelchair accessible and wheelchair friendly hotel rooms in Calgary and Canmore will be available. Barrier-free accommodation options stand to gain significant improvements as a legacy of the Games, while initiatives to deliver training for hotel and tourism staff will result in increased service for people with impairments.

Accessibility levels on our region's public transport are extremely high for people with different levels of mobility. The City of Calgary and Town of Canmore boast accessible public transport systems including barrier-free access within all CTrain light rail transit stations and trains, kneeling transit buses, ramps, audio announcements for stops and more – all features already in place and constantly enhanced. Audio and visual announcements are already in place and will be used to provide important Games related information during the Games.

Our Paralympic Winter Games Master Venue Plan identifies capital improvements to existing venues that will increase accessibility for Paralympic stakeholders. The Canmore Nordic Centre, for example, will receive upgrades through the capital budget for renovations to the day lodge and start and finish houses.

The Calgary Airport is the primary arrival hub for Paralympic Winter Games stakeholders. Currently, it is equipped with accessible features to provide passengers, greeters, and airport staff with ease of travel and clear navigation throughout. The airport requires little or no infrastructure enhancements to provide barrier-free services and access for Paralympic Winter Games stakeholders.

52. Promoting the Paralympic and Olympic Winter Games Together

Thanks to Team Canada's record-breaking performances at the Paralympic Winter Games PyeongChang 2018, public awareness of Canada's Paralympians is high—and Canadians have an appetite for more. National broadcast coverage in 2018 demonstrates the growing enthusiasm for Para sport in Canada. HostCo, in collaboration with government partners, the CPC, the IPC, and Canadian broadcasters and sponsors, will endeavour to maximise coverage and consumption of the Paralympic Winter Games. Together, we'll promote opportunities to participate in Para sport from grassroots to high-performance.

Our communications strategy includes promoting the Paralympics alongside the Olympic Winter Games at special events and in marketing campaigns. We're committed to the use of digital media for significant, ongoing promotion of the themes of the Paralympic Movement. We'll raise awareness of the Games and the Paralympic Movement through unique events such as the Paralympic Winter Games ticketing campaign, Paralympic Torch Relay, Paralympic Day, and other cultural and educational initiatives. We've allocated funds for Paralympic-specific campaigns and programmes to help achieve the goals of inclusion and integration of people with impairments at local, provincial, and national levels.

Media coverage of past Paralympic Winter Games and Para sport events in Canada has smashed records. Canadian awareness of and interest in Para sport is keen. We'll keep this wave of enthusiasm going by hosting Paralympic sport test events in the lead-up to the Paralympics – key public engagement opportunities to raise awareness and support for the Games and of all Para sport in our local communities.

In addition to sport events, our awareness initiatives will include collaboration on educational modules from the CPC to facilitate conversation in classrooms. We'll work with our provincial education partners to ensure open access and participation for all children at the primary, secondary, and college levels. We'll promote the Changing Minds/Changing Lives programme, which educates and builds awareness and education of impairment and inclusion, especially in everyday life.

The HostCo cultural team will collaborate with leading partners in developing and presenting "Accessible Arts" as a part of all programming. Calgary is home to Canada's oldest and largest accessible arts organisation, Indefinite Arts. HostCo will work with the many professional impairment-impaired and mixed ability arts organisations in the region to promote and showcase our inclusive cultural community.

HostCo and its partners will also leverage existing accessibility awareness programmes and initiatives. Accessibility Employment Awareness Month in Calgary, and the federal government's National AccessAbility Week programme are two such initiatives. In addition to participating in these programmes, HostCo will work with partners to host and promote annual Paralympic Day celebrations in the lead-up to the Games.

Table 53) Sport Expertise Table

54. Integrated Budgets

We've developed Olympic and Paralympic costs as part of an integrated model. Exceptions to this model required a project to be clearly identifiable as Olympic or Paralympic in nature. We identified the revenues and costs directly attributable to the

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Paralympic Winter Games and made percentage allocations for the balance of revenues, based in part on averages attained from functions that could be specifically identified - (see below).

Developing separate revenue and expenditure costs for the Olympic Winter Games and the Paralympic Winter Games would have driven costs significantly higher. Ultimately, it would have led to duplications in the operational planning process and a significant reduction in savings relating to economies of scale. We've made every effort to leverage the full range of The New Norm measures, resulting in significant efficiencies that have produced cost reductions while preserving the uniqueness of the Paralympic Winter Games—all without compromise of the Paralympic stakeholder experience.

Financing of the Paralympic Winter Games

Calgary 2026 has valued the share of Domestic Sponsorship attributable to the Paralympics at \$49.5 million CDN / \$38 million USD. The sponsorship generated by the Invictus Games, hosted by Toronto in 2017, was used as a benchmark in arriving at the assigned value.

The share of Licensing and Merchandising has been estimated \$1.9 million CDN / \$1.4 million USD.

Ticket sales were estimated based on venue capacity and market rates. The balance of \$218 million CDN / \$167 million USD is part of a funding request to governments.

Note: all financials assume 2018-dollar amounts.

SECTION 4 SUSTAINABILITY & LEGACY

- Games will be an exemplar of Olympic Agenda 2020 and The New Norm principles
- Implementing the highest standards of innovation and sustainability
- An excellent track record of providing ethical and effective leadership
- Benefiting communities and promoting sport, culture and education
- 85 % of sport facilities exist and will be refurbished for future community use
- Two sport facilities to be built are community recreation priorities
- New Athletes' Villages include much-needed affordable housing
- A major Legacy Endowment Fund will support future sport opportunities

55. Sustainability

Sustainability is at the heart of our plan ~~and at~~ every step along the way. We'll implement the highest standards for sustainability in all our policies and actions, starting with our organisational and reporting structure.

A Vice-President of Sustainability and Legacy (VP SUS-LGY), reporting to the CEO and in place by 2021, will provide leadership and be responsible for the overall design, planning, and coordination of our integrated Sustainability and Legacy (SUS-LGY) Programmes. Each Executive and Functional VP will deliver SUS-LGY Programme elements within their scope of responsibility. We'll recruit sustainability experts in key positions; together, they'll form an internal Sustainability and Legacy Forum to maintain a shared vision throughout HostCo and to collaborate for effective delivery. Our performance review processes will incorporate SUS-LGY Programme delivery metrics, so our entire workforce shares an understanding of and responsibility for accomplishments in both Programmes.

Our SUS-LGY Executive Group will include executive representatives from organisations who will deliver SUS-LGY Programme components. ~~In order to maintain clear accountability, a senior member of the HostCo Board will chair the t~~ The SUS-LGY Executive Group ~~will be chaired by a senior member of the HostCo Board to maintain clear accountability.~~ The SUS-LGY Executive Group will set overarching sustainability and legacy policies, recommend the Calgary 2026 Sustainability Strategy and Legacy Plan, resolve interagency issues, and endorse public sustainability reports.

The SUS-LGY Expert Advisory Committee will be comprised of respected individuals from government, non-government, private, and academic organisations. It will provide advice to the SUS-LGY Executive Group on a range of topics, including proposed policy and public reports prepared by HostCo. The Committee can also supply, upon HostCo Board request, strategic assurance by examining and reporting back on sustainability and legacy policies, plans, resources, and readiness.

Two Leadership Groups, one for sustainability and one for legacy, will support programme planning and delivery. The VP SUS-LGY will chair both ~~groups~~. Drawn from key functions and organisations, internal and external to HostCo, these groups will plan and deliver SUS-LGY components. The groups will ensure coordination, collaboration, and consistency between HostCo and other agencies delivering SUS-LGY Programme elements. The Legacy Leadership Group, which will include existing members from the Calgary 1988 Games legacy community, will design a smooth transition to post-Games legacy oversight. In addition, as needed, the VP SUS-LGY will establish technical working groups of experts to provide advice on specific topics, such as carbon management, food strategy, or accessibility.

Sustainability (SUS) and Legacy (LGY) Governance Org Chart

~~Insert SUS/LGY Org. Chart~~

56. Stakeholder Engagement

Engaging our stakeholders is central to moving forward with our sustainability and legacy goals. HostCo partners, the City of Calgary, Town of Canmore, Government of Alberta, and Government of Canada, along with the COC, CPC, and Indigenous communities, will collaborate on planning and delivering SUS-LGY Programmes through the SUS-LGY Executive Group, which reports to the Board.

Calgary 2026 have ongoing dialogue on sustainability and legacy with the Games' corporate partners, suppliers, and contractors. Representatives from specialised external organisations will be part of our technical working groups, which will help design and plan the implementation of various SUS-LGY Programme components. During the planning process, we'll also host periodic conversations with key interest groups around sustainability and legacy themes, both to update stakeholders on progress and to receive feedback.

We're already engaging our communities, and we wouldn't be bidding without them. Throughout the lead-up, during, and after the Games, we'll continue to host regular public engagement events with a focus on sustainability and legacy issues. Our Games volunteers, staff, and engaged citizens will all be inspired to help deliver on our sustainability and legacy goals.

57. A Robust Sustainability Management System

We will build a robust Sustainability Management System (SMS) ~~using and our SMS will use the International Organisation for Standardization (ISO) management system 20121:2012.~~ The Director of Accountability in Sustainability and Legacy will oversee the SMS design and implementation. Development of the Games' overall sustainability policy, comprehensive sustainability strategy, and a workforce sustainability orientation programme will begin during our foundation phase. Work done in the candidature phase – supported by the principles of sustainable development – will define the Calgary 2026 sustainability programme.

Our SMS will include all HostCo functions and staff. We'll invite out-of-scope organisations to voluntarily adopt some or all of the ISO 20121 SMS process, implement their own sustainability programmes, or use other tools for sustainability management. Our sustainable procurement policy, tender specifications, and performance evaluations will encourage suppliers and service providers to understand and meet our shared sustainability objectives.

Key actions for the SMS will include:

Documentation/records – SMS manual, document control	Issues identification and management
Identification of legal/other requirements	Audit and management process
Operational controls	Supply chain management process
Monitoring, measuring, corrective action, follow up	Stakeholder communication strategy

Approximately 24 months before the Games, the SMS will undergo review and audit by an independent certification body for conformity to the ISO standard.

58. Sustainability Best Practices

Infrastructure and natural sites

Our watchwords: reduce, reuse – and keep our footprint small. One of the most compelling components of our candidature is the extensive reuse of existing venues, many of which are legacy facilities from Calgary 1988. Thus, we anticipate the environmental impact of the Games will be minimal.

Our strong, sustainable building policy for the Games will be based on the City of Calgary's existing Sustainable Building Policy, which incorporates certification with LEED (Leadership in Energy and Environmental Design). This policy will also include performance metrics that guide design, engineering, and construction. Our two new facilities will be built on previously developed land, as will our Athletes' Villages.

Construction of the Calgary Athletes' Village may result in discovery of existing site contamination, which will require remediation under Alberta legislation. Development of this site will also require relocation of the current transport motorcoach dispatch and maintenance depot. Construction of the new Multi-Sport Complex in the Foothills Cluster has considered any impacts to the existing small businesses who are currently on a month to month lease knowing that a redevelopment is planned. No residences are expected to be impacted.

Our Nakiska Mountain venue is already an authorised facility within a Provincial Recreation Area. A small amount of tree clearing is required within the tenured area to enable essential technical and safety improvements for the alpine competitions. We will work with government agencies and environmental stakeholders to define a program that ensures net-positive wildlife and habitat impact from the Games.

The Canmore Nordic Centre is an authorised facility within a provincial park; our planned upgrades to the biathlon stadium and ski trails are permitted under provincial park guidelines. The Bow Valley region at the eastern flank of the Rocky Mountains is an important wildlife corridor, and a popular location for wild land recreation by both residents and visitors. We'll construct a valuable new wildlife overpass on Highway 1 near the Town of Canmore to reduce wildlife-vehicle conflicts during the Games and for decades to come.

Sourcing and resource management

Calgary 2026 will pursue a zero-waste programme across all phases of the Games, with an aggressive target of 85% diversion of materials away from landfills. Our programme will take advantage of Calgary's modern materials recovery facility and the largest municipal composting operation in Canada. Our resource management plan will consider product lifecycles and a circular economy approach in creating a sustainable procurement programme to eliminate toxic materials, ensure optimal resource use, prioritise local sourcing, and require socially responsible practices in supply chains. As plastic waste, particularly single use plastic items, is a growing global concern, we will work with our City, region and provincial government partners, along with the Games' corporate sponsors, licences and suppliers, to dramatically reduce unnecessary plastic in the waste stream. We'll also create end-of-use plans to ensure maximum opportunities for equipment, products, and materials to be reused and repurposed, including transfer to sport and social agencies.

Mobility

Calgary 2026 is emphasising mass transport, multi-person vehicles, and clean, fuel-efficient fleets throughout the Games. By 2026, the City of Calgary will have converted almost half its transit fleet from diesel fuel to cleaner alternative fuels and will have constructed the first phase of the Green Line, a new Light Rapid Transit (LRT) line.

We purposely designed our five venue clusters to minimise travel times, reduce transport costs, and lower impacts to air quality and climate. City venue clusters at Stampede Park and Foothills, along with the Calgary Athletes' Village, will be serviced by the LRT system, which is powered by renewable wind energy. The Canada Olympic Park Cluster will be served by frequent bus service from existing transport lines and strategically located park-and-ride lots. Transport to Mountain venue clusters will incorporate motorcoach service from park-and-rides. In addition, the LRT will serve the opening/closing ceremonies, nightly medal ceremonies, and primary cultural activation sites.

We'll promote the City of Calgary's extensive cycling and walking trail network as part of our visitor experience. For movement of goods, we'll encourage all Games partners to use smart logistics and transport options for efficient movement of equipment, goods and materials with lower GHG impacts.

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Workforce

Calgary 2026 will recruit a workforce that represents the diversity of Canada, including gender balance. We'll also identify workforce opportunities for specific groups: youth, retired athletes, Indigenous people, and new Canadians. This emphasis will invigorate our renowned volunteer spirit with a new cohort of volunteers. We'll provide cultural awareness orientation for all staff, volunteers, and contractors to create greater understanding, respect, and tolerance during the Games and long after.

We'll meet or exceed Alberta Occupational Health and Safety requirements and commit to worker training and ongoing hazard and risk reduction. We'll implement a workforce safeguard programme to create a positive, safe, equitable, and fair work environment. All workforce members will receive training in our Sustainability and Legacy Programmes, as well as education and support to adopt a healthy lifestyle. Our aim is to enable our workforce to be citizens who are better informed, more engaged, and living healthier lives.

Climate

Our Carbon Management Plan is three-pronged: 1) We will calculate the carbon footprint of the Games and define the scope of responsibility (Know). 2) We will define how GHG emissions will be eliminated or reduced across the Games (Reduce). 3) We will outline how we'll achieve a net neutral carbon impact for the Games by using carbon offsets to balance GHG emissions (Offset). We will also raise awareness by showcasing our best practices and low carbon solutions through performance reports, media stories, and exhibits and displays at venues, and we'll encourage action among our partners – sport, Games family, sponsors, governments, and media, as well as spectators and citizens.

S.24(1)(b)

Other Priorities for Calgary 2026

Inclusion

Through its Truth and Reconciliation process, Canada is engaging with its Indigenous peoples as never before, and HostCo is committed to establishing a true partnership with our local Indigenous people. Indigenous people will sit on the HostCo Board, and be meaningfully present throughout the organisation through employment, appointments, and consultation. We'll work with Indigenous peoples to identify opportunities for them to benefit from the Games, including cultural and sport programmes, and jobs and supply contracts.

The Olympic Movement brings people together and Calgary 2026 provides a perfect opportunity for Indigenous and non-Indigenous peoples to discover mutual interests and foster respect, further enabling the reconciliation process.

Our integrated planning of the Olympic and Paralympic Winter Games means our venues, villages, and sites will meet a high standard of accessibility for people with impairments. We'll bring a vibrant and diverse group of people on board, creating a Games experience where everyone feels welcome and included.

Sport and healthy living

HostCo and delivery partners will implement a programme to promote healthy living amongst Canadians, with a particular emphasis on youth. Healthy living includes awareness and engagement in active, nutritious diets, active lifestyles, mental and spiritual wellness, and cultural engagement. HostCo will also encourage local food sourcing, strengthen food security networks, profile local food and cuisine, reduce food waste, and enhance citizen understanding of nutrition, food choices, and consumption.

HostCo will demonstrate continued leadership on gender balance and LGBTQ2S+ inclusion in sport and display a new standard for safe, respectful sport in events and communities.

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59. Sustainable Venues

Venue sustainability assessments

We'll use research and input from owners/operators, Calgary 2026 subject experts, and Government Partners to satisfy all sustainability assessments for major competition and non-competition venues. Our priorities include:

- Purpose-built venues will adhere to statutory planning policy within City of Calgary or Town of Canmore jurisdiction;
- All upgrades and enhancements to existing facilities will improve venue environmental performance, improve physical accessibility, enhance venue capacity for world class competition, provide new recreation opportunities, and/or strengthen the legacy benefits for stakeholders;
- Venue selection will leverage existing resources and avoid construction/development in natural environments;
- Enhancements to Mountain Venues will be sensitive to local bio-physical conditions; mitigation measures will be used to avoid negative cumulative effects in these environments.

Environmental impact assessments

Environmental impact assessments (EIA) may be required under federal or provincial legislation, depending on project scope and location.

Federal jurisdiction – no Games project falls within the scope of the Canadian Environmental Assessment Act (CEAA), that which would trigger a mandatory EIA. Projects on federal land, including Indigenous reserve land, may require an environmental review.

Provincial jurisdiction – Downhill ski facilities (including Nakiska Mountain) are exempt from mandatory EIAs, as per Alberta Environmental Assessment Regulation AR111/93 Schedule 2(f). Planned site work at Nakiska Mountain will require temporary park authorisations and/or approvals, and the Government of Alberta will conduct level 1 and 2 environmental reviews. Government of Alberta officials will also consult with Indigenous representatives about the proposed site work at Nakiska. Similarly, the Government of Alberta is undertaking a level 1 environmental review of the planned Canmore Nordic Centre improvements for development in the existing footprint.

Municipal jurisdiction – The City of Calgary uses several mechanisms to identify concerns and protect its urban environment. Depending on the project and the location, these assessments could include Environmental Site Assessments and Biophysical Impact Assessments.

In addition to government requirements for environmental reviews, all due diligence and any required approvals or permits will be completed in advance of construction or other site activity related to Games preparation.

Sustainable construction practices

All Games construction projects will comply with the Alberta Building Code 2014 (ABC), that which mandates minimum performance for mechanical, electrical, structural, and building envelope components and systems providing public safety and minimum energy efficiency. The ABC requires mandatory compliance with the Government of Canada National Energy Code for Buildings (NECB), which ensures minimum energy efficiency standards.

Alberta's Carbon Levy on GHG emitting fuels will apply to venue construction and operations, as well as to transport. This supports the Pan-Canadian Framework on Clean Growth and Climate Change to achieve targets in the Paris Agreement.

The City of Calgary has existing legislation and policies requiring all new buildings funded in whole or in part by the City, and that are regularly occupied and over 500 square metres, be constructed using the Leadership in Energy and Environmental Design (LEED) Gold building standard. Similarly, major renovations are required to be LEED Silver or LEED Certified standard. In addition, the City of Calgary also has performance requirements for both low water use and storm water management.

Displacement of communities or businesses

There is no displacement of communities or business.

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60. Well Managed Water Resources

Water availability

Our region has enough clean, renewable, and reliable water to meet demand during the Games, including snowmaking needs.

The City of Calgary (population 1.3 million) receives its water from the Bow River Basin, drawn from both the Elbow and Bow Rivers. This water is high quality, renewable, and reliable; over 63% of the source watersheds are located within federal or provincial parks, or other protected areas. Water withdrawal is strictly controlled under licenses issued by the Government of Alberta. Per capita water availability in the Calgary region is 2,240 m³/person/year. The City of Calgary has two state-of-the-art drinking water treatment plants and a highly interconnected distribution and collection infrastructure for water and wastewater treatment. In 2017, over 800,000 laboratory tests were conducted to ensure water safety and public health.

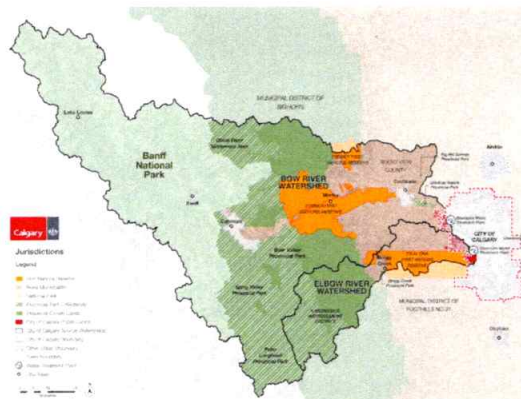
To ensure water demands remain well within available supplies, Calgary has been continually reducing its water use, achieving a 29% reduction in per capita demand since 2003. Today, Calgary withdraws less water from the rivers than in 2003, despite significant population growth.

The Town of Canmore (population 13,922) draws its water in roughly equal quantities from two renewable sources: Rundle Forebay, a surface water source fed by the Spray Lakes Reservoir in the Bow River Watershed, and from groundwater sources. [Water is Sources are](#) treated to provide potable water that meets or exceeds provincial regulations. Both sources [of water](#) provide over 2.6 million m³/year of potable water equating to 221 m³/person/year.

Watershed protection and management

The Bow River Basin has a strong history of governance, management, stewardship, and investment. Federal, provincial, regional, and municipal jurisdictions all play a role in integrated management. The Government of Alberta recognises the Bow River Basin Council as the watershed planning and advisory council for the basin. The Council is a multi-stakeholder, non-profit organisation working to protect watershed health, water quality, and availability within the context of diverse interests, land uses, water users, and significant variability of water movement in the basin. The City of Calgary actively works with all partners and stakeholders to preserve a resilient watershed, to reduce water demand, provide reliable and clean water, and to protect downstream users.

Bow River and Elbow River Watersheds



Snow making – Nakiska Mountain, Canmore Nordic Centre, Canada Olympic Park & Whistler Olympic Park

These venues make snow to establish an early season base, and to ensure adequate snow throughout the winter sport season. The Games' capital budget includes investments to replace older infrastructure. Increased snow making capacity will be another legacy benefit [of the Games](#).

Water Sources			
Venue	Equipment	Water Source	Capacity
Nakiska Mountain	Extensive existing snow making system. Planned Games-related ski run improvements will require an extension to the existing system.	Well, licensed by the Government of Alberta.	4,100 GPM
Canmore Nordic Centre	250 snow making hydrant sets provide coverage for approximately 25km of trail.	Rundle Forebay Reservoir, adjacent to CNC entrance.	2,500 GPM
Canada Olympic Park	Extensive snow making equipment. Some lifecycle improvements planned.	City of Calgary water supply.	3,200 GPM
Whistler Olympic Park	10 fixed guns, 4 moveable guns.	Madelay Creek, licence from Government of British Columbia, treated to potable standard.	163 GPM

61. Long Term Opportunities

The legacy benefits from hosting the Games are multifaceted – they cover facility renewal and expansion, advancing reconciliation with Indigenous peoples, enhanced social equity through inclusion, new affordable housing, and positive economic impacts. The Olympic and Paralympic Winter Games are a catalyst to focus our collective efforts on projects and programmes that will truly strengthen our community, our province, our country, and the Olympic and Paralympic Movement, as follows:

Shared Objective	Games Value	Legacy Benefits
Inclusion and Accessibility	Better Together: Diversity and inclusivity are strengths and we are Better Together	<ul style="list-style-type: none"> • Build a relationship of trust and respect with Indigenous peoples through increased cultural understanding, partnership, and participation • 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 • Increase Paralympic exposure and integration • Ensure Albertans have barrier free access to community facilities regardless of impairment, gender, and culture • Enhance social equity for those most vulnerable through programming and housing legacies • Maximise and build upon the strengths in Calgary, Alberta and Canada as they relate to diversity, leading to greater connections to each other and the world
Healthy and Active Living	Being Well: 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"> • Enhance the social and emotional well-being of Canadians through increased cultural understanding, collaborative participation and shared experiences • Enhance our sport development legacy and expand work in equality in sport including but not limited to Indigenous, female, LGBTQ2S+ and other inclusion initiatives • Increase opportunities for participation in physical activity and recreation while reducing sedentary living for Canadians (All Canadians move more, sit less, more often) • Build stronger and healthier communities that are connected to each other through creativity and the exchange of culture • Promote and support safe, welcoming and inclusive grass roots to high performance sport development • Increase awareness and understanding of our food supply network and healthy food choices
Environmental Stewardship	Respect the Land: A healthy natural world is essential to our quality of life and we will Respect the Land	<ul style="list-style-type: none"> • Reduce climate impacts of the Games by emphasizing energy and transportation efficiency and innovation • Decrease the amount of materials required for the Games and increase the amount of reuse, repurposing, and recycling • 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 • Incorporate Indigenous knowledge to enhance our collective responsibility for environmental stewardship and connection to our land • Minimize the impact on the natural environment • Retain the collective desire for protection of wildlife habitat and movement corridors on the landscape in all venue developments
Economic Opportunity and Cultural Enrichment	Dream Big: Creativity, innovation and an entrepreneurial spirit are vital to our way of living and we will Dream Big	<ul style="list-style-type: none"> • Enhance, recognize and solidify Calgary, Canmore and the Bow Valley's sport hosting brand • Attract and retain innovative, creative and skilled workforce • Work with Indigenous communities and organizations to invest in building capacity for participation in the skilled workforce • Increase innovation, investment and creativity in Alberta • Create a shared narrative of our future by integrating and activating our artists, creators and innovators • Create meaningful partnerships that advance culture and education priorities

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Shared Objective	Games Value	Legacy Benefits
		and leverage benefit in the community, throughout the province, and across the nation <ul style="list-style-type: none"> • Maximise opportunities for international relationship building, investment attraction, job creation and business innovation
Values-Based Sport, Transparency	Stay True Integrity, accountability, and transparency are critical to our success and we will Stay True	<ul style="list-style-type: none"> • Increase and promote safe, welcoming and inclusive sport practices nationally • Elevate the practice of ethical and clean sport • Increase transparency and accountability around Games hosting • Use the Olympic and Paralympic Movements to promote the values of ethical sport

The Government of Canada – Sport Canada Department mandates that all government and sport partners agree upon and strive to achieve shared objectives. The Impact and Legacy Working Group continues to identify specific measurable goals within our objectives and is assigning a 5-star rating system to ensure progress: agreed on specific goal; partners identified; funding identified; action plan with measurement defined; actions taken.

S.24(1)(b)

62. Community Engagement

We've started our public engagement process for the Games, with 150+ engagement sessions already delivered. Albertans know that, together, we can accomplish anything we [can](#) collectively imagine. Maximising engagement and participation will be at the core of all our Games activities.

During the bid process Calgary 2026 reached out across diverse communities and used online questionnaires to help build a strong vision of what our Games could be, and how [it-hosting](#) could improve our community, region, and nation.

Our early outreach has created a massive interest in volunteering. Even in advance of a host city decision, Albertans and other Canadians have expressed the desire to be Games Volunteers, wanting to make sure we're ready to welcome the world.

Our visioning process has already initiated partnership discussions with:

- Olympic and Paralympic partners, stakeholders and athletes
- governments and public institutions at all levels dealing with sport, culture and celebration, sustainability, as well as social and economic development,
- tourism and industry,
- educators and Ministry of Education officials,
- Indigenous leaders and communities,
- creators, organisations, and sector representatives in the arts and popular culture,
- creative innovators in media and social media, artificial intelligence and robotics, as well as other digital and online spheres,
- and community agencies and NGOs actively engaged to advance accessibility, equity and inclusiveness.

Together we are aligning our shared objectives, and plan to maximise the scope and scale of activities and their impacts and legacies, while responsibly managing costs. Our partnership approach will build strategic, co-ordinated, and collective action on all our activities.

Should Calgary 2026 be awarded the Games, this deep engagement with partners and the public will expand with digital and online mobilisation apps and programmes to:

- invite Canada and the world to join our conversation about how the Games can strengthen our shared future,
- engage locally to harness the power and enhance the readiness of our thousands of volunteers,

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- inspire youth through “Olympians and Paralympians in the classroom” and other Olympic and Paralympic education programmes,
- develop partnerships to provide sponsors with meaningful opportunities leading into and during the Games, and
- leverage partnerships to develop “Games champions” in communities across Canada.

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Cultural Events

Our Cultural Olympiad will celebrate a spectrum of creative disciplines and media and to reflect the powerful creativity and rich diversity of both Indigenous peoples and our global resident population. We'll highlight the living traditions of Indigenous peoples, as well as our region's contemporary artists. From our Olympiad's launch to the Closing Ceremony of the Paralympic Winter Games, Calgary 2026 will fully share Canada with the world and maximise opportunities for participation in the Olympic and Paralympic experience for the next generation leading to a legacy of culture for the next 30 years.

As part of Calgary 2026, we'll present a multi-year Cultural Olympiad programme that includes all aspects of cultural expression from performance and commissioned art pieces, to storytelling and promoting the promotion of Indigenous and multi-cultural cuisine. The Olympiad will build in scope, scale, and frequency of events in the years leading up to the Games, and culminating it will culminate in the Cultural Showcase and Celebration, which will last 50 days over the duration of the Olympic and Paralympic Games, featuring our host communities, and extending digitally around the world. The Cultural Showcase and Celebration will include a “festival of festivals”, extraordinary spectacle, and Live Sites. During this time, we will offer free and ticketed events and activities, which will take place in cultural venues, on streets and in plazas, in the air, and in a variety of communities including sport venues and Athletes' Villages. We'll put the focus on digital art and the use of state-of-the-art technologies such as virtual reality to promote local-to-global sharing.

We'll also develop targeted programmes to assist Partners in achieving our shared engagement and legacy goals. Events and activities might include Partner pavilions, showcases, and participating in other sponsor activations, such as Respect the Land, HostCo's zero waste goal targeting 90% diversion from landfill, or carbon management or renewable energy showcases. Other examples of engagement and legacy programmes are Dream Big, which might entail running a job skills or training program related to the Games, and Better Together, a programme committing to gender equity and diversity in the Games workforce.

Celebration Sites

The City of Calgary and the Calgary 2026 partners will locate Live Sites and celebrations where people can enjoy them most. We will engage people at the City of Calgary's multiple celebration venues, and strategically sited throughout the downtown core. Calgary Olympic Plaza, a legacy of Calgary 1988, will be at the heart of celebratory events. In the Mountain Venues, the Town of Canmore will create a Live Site in its new Civic Plaza providing a great atmosphere for fans and spectators.

Olympic and Paralympic Torch Relay

The Olympic and Paralympic Torch Relays will ignite the Games Spirit across the entire country. Community events will welcome and celebrate the flame at every stop, whilst constant social and traditional media updates will extend engagement and build anticipation for the Opening Ceremony. We are confident that digital media in 2026 will present unprecedented opportunities to see, feel, and virtually track the flame as Canada and the world counts down to the Games together.

Olympism, Paralympism and Education

The Olympic and Paralympic Movements and Canadian values are very closely aligned, and Calgary 2026 recognises the importance of widely sharing the vision and values of Olympism and Paralympism. We will promote clean and ethical sport and fair play, safer and more inclusive sport environments, living the Olympic values, and adopting and maintaining healthy, active lifestyles. To achieve this, we'll work in partnership with the COC, the CPC, and Provincial Ministries of Education as well as local school boards and teachers.

Building on the first Olympic School Program, which was an initiative and legacy of the Olympic Winter Games Calgary 1988, Calgary 2026 will partner with the COC to enhance and expand the already world-leading Canadian Olympic School Program (COSP). We'll update and expand the number and range of Olympic education resources and ensure that opportunities for access and participation are available for children and educators across Canada and around the world.

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SECTION 5 - GAMES DELIVERY

- Calgary 2026 will fully implement The New Norm principles
- Working with the IOC, IPC, NOCs, NPCs and IFs to deliver an incredible Games experience
- Welcoming the world is second nature to our enthusiastic volunteer workforce
- Games in Calgary and Canada will offer a safe and secure environment
- Games operations will be fiscally responsible



5.1 Sport Expertise

- [The](#) Calgary region has vast experience hosting major events
- 288 World Cups and Championships in Olympic and Paralympic winter sports hosted in the past ten years
- [The](#) Calgary region enjoys a major legacy of sport expertise from past events
- Local athlete communities have close relationships with NFs and IFs
- Residents have already shown enthusiasm for volunteering for the Games

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Table 63) Sport Expertise

64. Recruiting Sport Staff and Volunteers

For the Olympic Winter Games 2026, we will have an abundance of volunteers. The Calgary region is known as the volunteer capital of Canada. Indeed, 30,000 volunteers assist each year with our annual Calgary Stampede celebrations. Our White Hat volunteer greeters at the airport are known for their warm hospitality in greeting each passenger. Volunteers who have supported the dozens of World Cup and Championship winter sport events hosted here are already well trained, with many certified as national and international officials.

Many Canadian winter sport federation offices are in Calgary and Canmore. Thus, we have many experienced professional staff to draw upon and deliver the Games. We also have highly experienced field-of-play technicians in several sports such as curling and speed skating. These are the same technicians who prepared the ice surfaces for [the 2018 PyeongChang Games](#).

We expect to recruit 89% of volunteers from the Calgary and mountain regions, 10% from the rest of Canada, and 1% from other countries. As a multicultural city, we can recruit volunteers with over 200 different languages, bringing a sense of familiarity to international athletes and guests.

Sport Expertise in Canada		
	Canada (other provinces/territories)	
	# Technical Officials – OLY (certified at International level)	#Trained Sport specific Volunteers
Alpine Skiing	37	500
Bobsleigh/Skeleton	60	510
Biathlon	37	250
Cross-Country	40	400
Curling	27	200
Freestyle Skiing	129	400
Figure Skating	32	1,000
Ice Hockey	65	3,500
Luge	46	60
Nordic Combined	12	100
Short Track/Long Track	40	300
Ski Jumping	11	100
Snowboard	60	250

65. Promoting Olympic and Paralympic Winter Sports

The Canadian sport system is well developed in terms of leadership and administration, plus athlete, coach and official's expertise. Our system is values-based, with government legislated requirements for adherence to policies supporting inclusion, gender equity, LGBTQ2S+ rights and inclusion, Indigenous sport development, fair play, athlete involvement and bilingualism ([French and English](#)).

Hosting the Vancouver 2010 Olympic Winter Games led to the creation of the Own The Podium (OTP) initiative in 2005 to prepare Canada's high performance athletes. Canadian Olympic athletes won a record 14 [Gold](#) medals and our fledgling

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Paralympic programme finished 3rd in the medals table. We used those Games to strengthen NSF planning and programme implementation; ~~to~~ improve delivery of sport science support from our National Sport Institutes; ~~to~~ implement a new sport research programme that involved 22 research institutes and universities; ~~to~~ strengthen coaching development; and to create a comprehensive athlete support system. OTP was our first serious effort to develop high performance Paralympic sport and is still going strong today.

Hosting the Olympic and Paralympic Winter Games in 2026 would provide the incentive and resources to both government and the corporate community to do much more. We need to further develop ~~athlete~~ pathways for junior athletes and to train and support developmental coaches. We would welcome the incentive of hosting the Games to promote Paralympic sport participation and to train coaches and leaders to support Para athletes.

~~Some examples of~~ Sport initiatives from our winter sports associations that would be strengthened by hosting the 2026 Games ~~include the following:~~

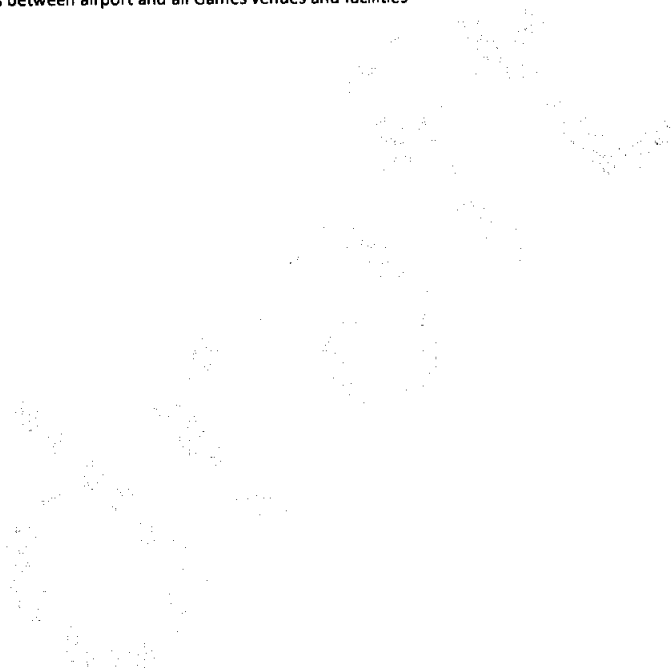
Sport	Programs
Alpine Canada	Alpine Canada develops the disciplines of Alpine Skiing, Ski Cross and Para Alpine through targeted coach education programmes, organising race series at all levels, undertaking joint developmental programmes with provinces and promoting these disciplines through media strategies.
Biathlon Canada	Biathlon Canada has implemented a seven-stage development programme starting with Active Start and FUNdamentals to Training to Win and Active For Life. The emphasis at all stages is on engagement through play – even at the Olympic level. Carefully orchestrated challenges are designed to optimize the development of mental and physical abilities.
Bobsleigh Canada Skeleton	Bobsleigh Canada is promoting sport by working with the Royal Bank Training Ground initiative to recruit school-aged children through various events in Calgary, Whistler and Toronto, and to train them for the events such as the Winter Youth Olympic Games.
Canadian Paralympic Committee	CPC provides resources to Whether you're a parent, teachers, coaches, and health care providers the CPC has resources to help enhance your programming, increase your knowledge of Parasport , and get more kids active. FUNdamentals, Paralympic Schools Week, and Help Your Child Get Involved IN Parasport are examples of resources for others to help develop parasport.
Cross-Country Canada	Cross Country Skiing's Ski School Programme promotes the sport in schools in cooperation with local ski clubs including initiatives for First Nations youth in Northern Alberta. A sponsored Coach Club Programme supports ski clubs to hire full-time coaches to facilitate development and racing programs. A number of programmes target the introduction of Para Nordic sport at the club level in partnership with provincial sport organizations.
Curling Canada	Curling gets 300 hours of live television coverage each year in Canada that acts as a natural recruiter for curling in our communities. A recent new project called the "Youth Feeder System," is an 8-year, \$3 million campaign to attract and retain young people to the sport.
Freestyle Skiing Canada	Freestyle Skiing Canada has several programmes aimed at recruiting youth and training coaches. These focus on introduction of the sport to 6-year olds; skill development and introduction to competition for 8-year olds; refining skills to compete for 12-year olds; and skill development for two disciplines for 14-year olds.
Figure Skating Canada	Figure skating has development programs in just about every major community across Canada. CanSkate is Skate Canada's flagship learn-to-skate program that teaches fundamental movements and basic skills. STARSkate develops figure skating skills in four different areas. CompetitiveSkate incorporates a series of tests and training opportunities to help competitors with potential to advance.
Hockey Canada	In collaboration with Bauer Hockey, Canadian Tire, provincial associations and Hockey Canada, the First Shift programme offers a national 6-week "Try Hockey" experience for young girls and boys new to the game. Another programme, Try Hockey , works with school districts to introduce the game to children regardless of ability, financial or cultural background.
Nordic Combined Canada	Alberta Ski Jumping Nordic Combined and the Altius Ski Club promote programmes such as Hoppers (aged 6 years+) through to development of national-level athletes. The sport will be promoted nationally through collaboration with Ski Jumping Canada, Biathlon Canada and Cross Country Canada. Women's participation is a priority.
Luge Canada	Luge is targeting its next generation of athletes with recruitment camps in Calgary and Whistler. Athletes receive an introduction to the sport and its equipment prior to participating in a series of dry-land physical testing exercises and then experience a wheel luge sliding session.

Speed Skating Canada	Speed Skating Canada's Long Term Participant and Athlete Development programmes have 9 stages for development of different age groups, starting with Active Start (0-6 years old) and ending with Active for Life (any age participant, includes coaches, officials and volunteers).
Ski Jumping Canada	Promotion of active lifestyles and FUNDamentals, aimed at children 6-9 years old, are central to the recruitment programme. Certified coaches help develop agility, balance, coordination and leadership in grassroots squads. Promotion of the sport includes use of mobile ski jumps at shopping centres, community events and festivals. New small clubs are currently in development to create a wider multi-province strategy.
Snowboarding Canada	Snowboarding Canada conducts an introductory skills programme for children up to age six, with over 6,000 participants last year. The next level programme is for eight to twelve weeks to develop the fundamentals in multiple disciplines. There are additional programmes to bring more girls and women onto the slopes as athletes, officials, judges and coaches, to introduce snowboard to indigenous communities and to develop Para snowboarding.

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5.2 Transport

- Calgary venue clusters are within 30 minutes of each other
- Alpine and Nordic events are under 75 minutes from Calgary city centre
- All transport infrastructure already exists
- Partner transport agencies are already engaged in planning
- Reliable transport will be tailored to Games stakeholders needs
- Event tickets will include access to public transport within Calgary and Canmore
- Calgary International Airport is ready to serve as the primary gateway
- Easy transfers between airport and all Games venues and facilities



66. A Seamless Transport Plan

Calgary's Games transport plan brings together the Host City and communities to deliver a seamless transport system that will afford reliable, safe, comfortable and easy travel to and from venues and accommodations. The City of Calgary, Town of Canmore, and the Resort Municipality of Whistler will rise to the challenge to provide spectators, workforce, athletes, officials, media, Olympic/Paralympic Winter Games Family and residents efficient and effective transport while also reducing the Game's carbon impact.

Calgary, being a "true winter city", boasts a winter-tested, comprehensive, multi-modal transport network that is well suited to provide the Olympic and Paralympic Winter Games with transport. The CTrain, Calgary's Light Rail Transit system, has one of the highest ridership levels in North America, while Calgary is consistently ranked one of the least congested cities in the world. Calgary also has one of the largest multi-use pathway networks, and a comprehensive, dedicated cycling network within the downtown which is maintained and cleared throughout the winter. All these attributes will create a seamless Games travel experience, and the general public will continue to be well served.

Canmore is well served by local and regional public transport operated by the Bow Valley Regional Transit Services Commission, with extensive walking and cycling connections in the town centre. All these attributes will create a seamless Games travel experience, and the general public will continue to be well served.

Whistler, British Columbia is a world-class mountain venue with many well-connected amenities. Similar to previously hosted multi-sport events, Whistler will continue to be served by excellent transport connections between the Whistler Athletes' Accommodation, Whistler Olympic Park, and Vancouver International Airport.

The overall transport strategy for the Olympic Winter Games will be underpinned by integrating public transport for Games stakeholders with support from taxi and ridesharing services. This will efficiently move attendees in and out of venues, manage traffic in the surrounding areas, and reinforce public transport as the preferred option for Games travel. This strategy will work in combination with several other initiatives to ensure smooth, lower impact transport, including:

- Strategic grouping of facilities within venue clusters to allow for walking between venues, thus reducing the overall number of journeys on the network. No venue cluster in Calgary is more than 30 minutes (15 kilometres) away from the Calgary Athletes' Village.
- Locating venue clusters in proximity to existing and planned Light Rail Transit lines
- Extending service hours and frequency on Calgary Transit routes (The City of Calgary's public transport network)
- Increasing frequency on Bow Valley Regional Transit Services in Canmore and the surrounding areas while providing additional HostCo operated Games specific routes. These routes would connect through a mountain transport hub to support the mountain competition and non-competition venues
- Leveraging Calgary Transit expertise to manage spectator transport to and from venues in city clusters
- Providing transport for media through public transport, supplemented with additional HostCo services as needed
- Enhancing Games level service from Calgary Transit Access (Calgary's accessible public transport service), to enable participation of stakeholders of all abilities and ages
- Strategic use of park-and-ride facilities to facilitate efficient travel to select venues, reducing motorway traffic and eliminating unnecessary journeys
- Investigation into the use of existing Calgary Parking Authority's MyParking application to manage parking demand at park-and-ride sites to minimize impact to area traffic
- Enhancing ice and snow clearing and maintenance of roadways and motorways in the Olympic Route Network to ensure safe and reliable journeys
- A public education campaign to emphasize flexible and telework solutions for the public both during the Games and afterwards as part of their regular travel

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- **Partnerships/Partnering** with post-secondary institutions to extend the spring break period during the Games. This will result in a significant reduction of background traffic and public transport demand around key venue clusters, freeing up parking, the roadway network, and public transport systems
- Monitoring and piloting new technologies while **leveraging** new opportunities to improve transport services should they emerge; ~~such as~~ autonomous vehicles, alternative fuel vehicles (to reduce carbon impact) and other Intelligent Transport System (ITS) technologies
- Leveraging ridesharing and taxi services (providing dedicated venue load zones) in combination with public transport to support **transport the movement** of Games stakeholders including workforce, volunteers, and spectators.

Transport services will leverage the City of Calgary and Town of Canmore's existing **transport** networks and be tailored to meet the needs of each stakeholder group, as follows:

Athletes/Officials (TA)

Athletes and team officials will have dedicated, secure-to-secure **motorcoach transport** to and from the Olympic/Paralympic Villages and all competition venues, training venues and ceremonies.

Athletes and team officials will also be provided transport to other non-competition venues **such as** the Main Press Centre, airport, Medals Plaza as well as free access to public transport. This **service will** be either based on a scheduled service or dedicated service depending on the needs of the relevant sport governing body and through athlete focus groups (via service level planning).

For the duration of the Games, NOC vehicles will be allocated to each delegation based on team size. NOC will also be provided with vehicles in addition to a pool of accessible vans or buses when **required** for competition use only.

Olympic and Paralympic medal athletes will also be provided **with** dedicated and secured transport to and from the Medals Plaza.

An Olympic Route Network will connect Athletes' Villages, competition venues, Medals Plaza and the Main Press Centre, providing reliable travel times and safe service through priority measures, which will include dedicated Olympic lanes.

Olympic Family (T1/T2/T3)

Olympic Family transport will offer **complete** flexibility for travel between Olympic Family accommodations, Olympic venues and other non-competition venues such as the airport, IBC, MPC, National Team Houses, and the Olympic Club.

The Olympic Family will be provided with either dedicated or shared vehicles with well-trained local volunteer drivers equipped with GPS. For greater flexibility, a T3 ridesharing system with well-trained local volunteer drivers will be put in place using the latest fleet technology. The City of Calgary's Light Rail Transit system will also be used within the T3 system, for transport to Olympic competition and non-competition venues in the Stampede and Foothills Clusters. The Games Family will also be provided transport to and from the Opening Ceremony of the IOC Session and secure-to-secure transport to and from the Ceremonies.

International Federations (TF)

A custom transport system will be provided to the IF (TF) using a combination of motorcoaches and allocated vehicles. This system will be planned collaboratively by HostCo and the IF and will provide a fast and effective method of moving between competition venues and accommodations.

When and where feasible, this system will also rely on Games Workforce system to move stakeholders to and from their primary working venue and Ceremonies. HostCo will also endeavor to find efficient ways for IFs to share transport with other stakeholder groups while maintaining pre-determined service levels.

Media (TM)

Media will ~~have the ability to~~ move smoothly between the IBC and MPC, all competition venues, Olympic/Paralympic Athletes' Villages and the airport. ~~This will be facilitated~~ using a combination of City of Calgary public transport and HostCo Games transport ~~(where public transport is not available)~~. The ~~media~~ transport network ~~for media~~ will be flexible, aligning to the needs of media in relation to the competition schedule. To ~~optimize~~ efficiency, some media transport lines might operate with reduced frequency during non-peak hours.

When practical, HostCo will also find efficient ways for media to share transport with other stakeholder groups, always maintaining pre-determined service levels. Media will have access to user-pay services and public transport to and from Calgary International Airport.

Marketing Partners

Marketing Partners will have access to dedicated, user-pay buses in the Marketing Partner Coach Programme (MPCP), and dedicated load zones wherever possible. Parking Permits (VAPPs) will enable Marketing Partners to use the Olympic Route Network and afford them priority access and load zones at competition venues.

Games Workforce (TP)

A successful Olympics is only possible through the dedication and hard work of its workforce and volunteers. ~~As the City of Calgary's public transport system will be the main conduit of workforce and volunteer transport,~~ HostCo will work closely with the City to ~~ensure that deliver~~ efficient and effective transport ~~is delivered~~. Workforce and volunteer transport will be aligned with the Games public transport operations with consideration of dates and peak usage times for maximum efficiency.

General Public

The general public will have full access to the enhanced public transport system during the Games. As well, flexible work hours and telecommuting will be encouraged in this period. Both these strategies aim to limit the impact of increased traffic on the general public's daily schedules while ~~ste~~ encouraging Calgarians to remain in the city during the Games.

Olympic Route Network

The Olympic Route Network will be jointly planned, monitored, and managed by members of the Olympic Paralympic Transport Team (OPTT) ~~and~~. ~~The Network~~ will link all Games venues ~~These~~, including main competition and training venues, the Olympic and Paralympic Athletes' Villages, IBC, MPC, Medals Plaza, and airports. The Olympic Route Network will ensure reliable travel times and safe service through enhanced maintenance and priority measures as needed such as dedicated Olympic traffic lanes.

Calgary 2026 envisions that the Olympic Route Network will only operate when and where required to keep the both regular city traffic and Games traffic moving. An alternate Olympic Route Network will be established in an event that the journey times on the primary Olympic Route Network become unreliable. The alternate Olympic Route Network will utilize different roadways to be pre-determined well in advance of the Games.

67. Alignment of ~~T~~ransport ~~S~~trategies

The proposed transport strategy for the Games aligns well with long-term plans of the City of Calgary and the Town of Canmore. It includes no new major infrastructure to be built specifically for the Games. It reinforces the use of public transport

as a preferred travel option, will enhance the use of flex work and telecommuting, and leverages infrastructure that both supports the long-term needs of Calgary and Canmore residents.

Calgary is a globally competitive city that supports a vibrant, diverse and adaptable local economy. It strives to be sustainable fiscally, environmentally and socially, and to whilst providing a high quality of life. These objectives are entrenched in the Municipal Development Plan and Calgary Transportation Plan, which outline the 60-year vision for Calgary. These plans envision a city of mixed-use developments supported by high-frequency public transport, as well as walking and cycling connections. Key transport goals for the City of Calgary are to increase the share of public transport, walking, and cycling journeys while reducing automobile journeys.

The City of Calgary's public transport network is supported by the 30-year RouteAhead plan, which outlines the rapid transit corridors needed to serve the city as it grows. Great progress has been made on several Bus Rapid Transit corridors, and the first phase of the Green Line Light Rail Transit line will be in place to serve the Games.

To advance sustainability, the Light Rail Transit system is powered by wind generation and the motorcoach fleet is moving towards increased use of alternative fuels. These investments are supported by the Government of Alberta as part of their strategy for public transport, and work in conjunction with the Climate Leadership Plan.

The Town of Canmore's Integrated Transportation Plan also emphasizes increased use of public transport, walking and cycling. The plan envisions increasing travel by these methods to 30% of all journeys (from 20% today) year-round by 2030. Increased frequency of public transport service and ongoing walking and cycling improvements will help facilitate this goal.

68. Transport Operators

The City of Calgary recognizes that strong partnerships with local, provincial, and federal stakeholders are required for seamless planning and subsequent delivery of the Games transport operations.

A number of key transport delivery partners in the City of Calgary and Town of Canmore have been part of the planning and preparation for this Games bid since the beginning. These organizations have had a long history of working together on major events such as the Calgary Stampede and Calgary 1988, as well as major infrastructure projects such as the new Green Line Light Rail Transit Project and the Stoney Trail / Tsuut'ina Trail Ring Road (Highway 201) Motorway Extension. These projects have featured extensive political and technical collaboration for delivery, which translates well into planning and delivering the Games. These different delivery partners and their roles for the Games are listed below:

HostCo will be responsible for the overall planning and delivery of safe and reliable Olympic and Paralympic transport systems.

The City of Calgary and Calgary Transit is one cohesive organization responsible for the planning and operations of the roadway and public motorcoach and light rail transport systems for the city. The City of Calgary will also support the planning and operations of the Olympic Route Network and spectator transport inside the city limits (with the exception of roadways managed by the provincial body, Alberta Transportation).

The Town of Canmore is responsible for many roadways within the town limits, with a focus on both their day-to-day operations and future plans. Similar to the City of Calgary, the Town would continue to operate its roadways within the town limits while supporting the Olympic Route Network and spectator transport operations including the Last Mile for pedestrian movements.

Bow Valley Regional Transit Services Commission (Roam Transit) plans and operates the public transport services in the Bow Valley which includes Canmore, operating numerous routes between key destinations. Bow Valley Regional Transit Services Commission would use their local expertise to work with HostCo to deliver an efficient spectator transport network for the Canmore Nordic Centre, Nakiska Mountain, downtown Canmore, and the rest of the Bow Valley.

Alberta Transportation is the organization that plans and operates many motorways and roadways across the province, including a number of critical Olympic Route Network roadways in and around The City of Calgary, Nakiska, and Canmore. These roadways include Trans-Canada Highway 1, Highway 40, Three Sisters Parkway, and Stoney Trail / Tsuut 'ina Trail Ring Road (Highway 201). Alberta Transportation would continue to be responsible for the operations of these motorways and roadways which are central to the Olympic Route Network, while supporting the planning efforts.

British Columbia Ministry of Transportation is the provincial road authority in the province of British Columbia. It is responsible for many of the motorways and roadways throughout British Columbia. British Columbia Ministry of Transportation will support in the planning and operations of the road network between the Vancouver International Airport, the Whistler Athletes' Accommodation, and Whistler Olympic Park for the Games.

HostCo Integrated Security Unit would support the Games in securing and enforcing the spectator transport network and the Olympic Route Network as described in Section 5.4.

69. Transport Governance

The different delivery partners outlined in the previous section will have an important role in the planning and operating of the Olympic and Paralympic Winter Games ~~to ensuring-ensure~~ efficient and reliable transport. To create an integrated planning and operating body, an Olympic and Paralympic Transport Team made up of these delivery partners will be formed. This team will be responsible for the overall delivery of Games transport for all stakeholder groups outlined in Question 66. The team will be made up of the members noted in Question 68 and each member will have a defined role through a memorandum of understanding supporting a variety of different Games functions. This team governance model has been successful in several previously hosted Canadian multi-sport events. The Games functions and the governance structure of this team is outlined below.

Figure 1: Olympic Transport Team Governance Structure



70. Transport Infrastructure

Referring to maps A-D, all venues can be served with existing or previously planned infrastructure. Venue access locations have been chosen for their ease of transfer and proximity to entrances.

Table 71a) Existing Transport Infrastructure

Existing Transport Infrastructure Ready to Serve

One of the greatest advantages a Calgary-hosted Olympics offers is that the transport infrastructure needed for the Games already exists or is in development. Tables 71a and 71b describe the existing and planned infrastructure that will benefit both the Games and the residents of Calgary. The first phase of the Green Line Light Rail Transit line will be in place to serve the Stampede venue cluster and the southeast quadrant of Calgary. This augments The City of Calgary's existing Light Rail Transit system and Bus Rapid Transit system (under construction) by providing additional capacity and better service to new and existing areas. The Stoney Trail / Tsuut'ina Trail Ring Road (Highway 201) will be entirely in place, supporting quick and reliable travel around the city, especially in southwest Calgary and near the Canada Olympic Park Cluster. The Sea-to-Sky highway in British Columbia provides rapid and dependable travel to the Nordic combined and ~~s~~ki jumping venues. Table 71d has not been included as there are no major transport infrastructure being planned specifically for the Games.

Table 71b) Existing Transport Infrastructure – Permanent Works Required

Table 71c) Planned Transport Infrastructure

Table 71d) Additional Transport Infrastructure

Table 72) A New Expanded Gateway Airport

Calgary International Airport (YYC) is well positioned to serve as the primary gateway airport for the Olympic Winter Games ~~acting as and is~~ one of the main hubs for Canada's two largest airlines. As of 2017, YYC ~~is was~~ Canada's 4th busiest airport serving over 16.2 million passengers annually, with non-stop connections to major destinations in Asia, Europe, and across North America. Naturally, YYC is already well equipped to handle winter weather with robust de-icing facilities and snow clearing operations. The capacity at YYC has seen a recent increase due to a number of recent expansions and upgrades supported by its Airport Master Plan. This includes a new international terminal that added 24 gates ~~completed in 2016~~, and the addition of Canada's longest and first fully CAT III lit runway that was completed in 2014.

Furthermore, YYC is well connected to the mountain venues and accommodations through the high capacity Highway 201 (Stoney Trail) and Highway 1 (Trans Canada) Motorways. Existing private transport services currently provide access for visitors to Canmore and other accommodations in the Bow Valley and will continue to do so for the Games. For accredited personnel, a dedicated transport system will be in place to ensure quick and reliable journeys in both Calgary and Canmore.

For connections into downtown Calgary and other parts of the city, Calgary Transit serves the airport with a number of public transport ~~bus-motorcoach~~ routes that connect to downtown, the Light Rail Transit system, and the Bus Rapid Transit system. These services will be increased for the Games. The airport is also supported by taxis and ridesharing.

73. Seamless Airport Transfers

While YYC will be the first port of entry for most travellers, the Toronto (YYZ) and Vancouver (YVR) International Airports will also provide support for international arrivals as a first port of entry. As well, the Springbank Airport (YBW) near Calgary will provide support for private charter flights.

YYZ and YVR are well equipped and experienced to handle large influxes of travellers for large events, having hosted the 2015 Pan Am Games and the 2010 Winter Olympic Winter Games respectively. The process for visitors travelling onward to Calgary or Whistler would be simple; Firstly, clearing Canadian customs before accessing their onward flight. Throughout these two airports, information will be provided through Olympic and Paralympic airport staff trained to respond to Olympic and Paralympic related questions. In addition, this process is further simplified for Olympic accredited personnel, with dedicated queues for them at border crossings. For travellers destined for Whistler via YVR they would need to simply collect their bags and travel to Whistler on the HostCo Transport System or through private car hire and/or shuttle services from Vancouver. For both YVR and YYC, and in addition to the TA system, Calgary 2026 will provide an efficient service to move athlete sport equipment to and from the Athletes' Villages.

For travellers with private charter flights arriving at Springbank Airport, airport staff will be trained to provide all relevant information. From here, Olympic accredited travellers can easily access any of the different venues in Calgary and Canmore via the Trans Canada (Highway 1) Motorway in private vehicles or by using the Olympic Motorcoach System.

For departures, similar streamlining strategies for arrivals and transfers will be implemented. This includes dedicated transport to the airport for accredited personnel and dedicated queues for check-in counters to accept baggage. For connecting flights through other airports in Canada, travellers will have a simplified check-in experience either through a mobile app or at the airport with their baggage checked through to their final destinations outside Canada. This process is further simplified for international departures, as there is no border control when leaving Canada, unless connecting through the United States. In this case, travellers must clear US Customs and Passport Control at YYC.

74. Games Ready Airport System

Airport Capacity Overview

In Canada, the winter travel season is typically less busy; key gateway airports experience 30% to 45% less traffic in February than the peak summer month of August. Given our gateway airports meet summer travel volumes we anticipate they will easily meet the operational needs for the Games. The following subsections highlight the available capacity of each airport in greater detail. No additional capacity improvements are required for the Games.

Calgary International Airport (YYC)

YYC presently has the infrastructure needed to serve Olympic travel. Having undergone recent expansions and upgrades, the airport can now handle 3,000 passengers per hour (pph). This increase in capacity has been due to the recent additions of a new international terminal that has increased the airport's gate totals from 46 to 70, and a new, fourth runway. By 2026, YYC will have increased its capacity to 3,200 pph, an expansion implemented as part of the 2014 Airport Master Plan.

Toronto Pearson International Airport (YYZ)

As a first port of entry for some travellers, YYZ has planned infrastructure to meet its growing demand for 2026 and beyond. As noted in its recently completed Airport Master Plan, the airport currently serves up to 14,300 pph at 145 gates in two terminals. When the airport expands to 174 gates in advance of the Games, it will serve 19,300 pph. This provides YYZ ample capacity to transfer travellers, especially in low-season February.

Vancouver International Airport (YVR)

YVR is a first port of entry for many travellers, especially those arriving from Asia. The airport has planned infrastructure upgrades as part of their most recent Airport Master Plan, with planned terminal expansions from now until 2037. The plan will increase pph from 10,000 in 2018 to 14,000 in 2026, with the number of gates expanding from 81 to 101.

Springbank Airport

Springbank Airport serves private flights in the Calgary area. It has two runways and a border clearance area. We anticipate travel to Springbank will be light during the Olympics.

Table 75) Distances and Travel Times to Competition and non-Competition Venues

Well-Located Venues

We clustered City Venues to minimize travel time, with all clusters within Calgary located no more than 30 minutes from the Calgary Athletes' Village. In addition, the Canmore and Nakiska Athletes' Village are within 20 minutes of the competition venues (excluding lift time). YYC is also conveniently located within city limits, allowing for quick and reliable travel to both City and Mountain Venues. All travel times use the average speed limit per roadway, which is between 40 – 50 km/h in urban areas and 90-110 km/h on major motorways.

Table 76) Distances and Travel Times Training Venues

Convenient Training Venues

All training venues are within 30 minutes of the Athletes' Villages.

77. A Robust Road Network

A Robust Road Network to Facilitate Venue Travel

No new infrastructure is needed to accommodate Games travel.

Calgary's road network is well served by over 1,400 lane-kilometres of primary road network, anchored by the Stoney Trail / Tsuut'ina Trail Ring Road (Highway 201) and Deerfoot Trail Motorways (Highway 2). Final components of the Stoney Trail / Tsuut'ina Trail Ring Road (Highway 201) are scheduled for completion by 2022. Globally, Calgary regularly ranks as a city with low traffic congestion. For Mountain Venues, the Trans-Canada Highway is a fully twinned, and grade separated motorway between Calgary and Canmore.

Calgary 2026 will establish an Olympic Route Network to ensure efficient travel for key stakeholder groups between official venues as needed. We'll consider dedicated passage through the use of Olympic Lanes in locations where congestion could be a concern.

In BC, the Sea-to-Sky highway will continue to efficiently serve Whistler as it did during the 2010 Games.

78. Efficient Traffic Management

Public transport is the key component of the Games traffic management strategy. By offering public transport as part of event tickets in Calgary (including extended Light Rail Transit service), we'll reduce the demand for auto transport and its related congestion. Our strategy aligns with the City of Calgary's goal of increasing public transport usage.

The City of Calgary's CTrain Light Rail Transit system has served sporting events at the Saddledome and McMahon Stadium for the past 28 years. The system can serve up to 16,000 passengers per hour, per direction, and plays a significant role transporting spectators to and from major events such as the annual Calgary Stampede with up to 160,000 total attendees

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per day, and Calgary Stampeders Football games with up to 46,000 spectators. Many choose the CTrain to access these events.

To minimize congestion at parking facilities, we're exploring the use of a reserved parking system at park-and-ride locations, using technology from the Calgary Parking Authority. Spectator parking will not be permitted at most venues. Venue plans are being coordinated to minimize drop-off travel in surrounding vicinities and parking management will be used to manage traffic in adjacent neighbourhoods. Calgary is currently served by over 1800 taxis and rideshare, vehicles of which 189 are accessible for people with impairments. All venues will feature drop-off zones for accessible vehicles, rideshare, and taxis.

We'll implement travel demand management strategies such as awareness campaigns to reduce resident traffic during the Games, and we will be encouraging alternate travel options, flex work and telework schemes. This has been successful in past multi-sport events: at the 2015 Toronto Pan Am Games, 34% of residents said **they changed** their travel routines during the Games because of travel demand management strategies. We're **investigating other strategies** such as shifting deliveries to after hours and promoting an alternate road network that **does not conflict with the** operations of the Olympic Route Network.

Our colleges and universities will have an extended break during the Games, which will not only **encourage** youth volunteers, but alleviate traffic around post-secondary institutions near the Foothills Cluster.

79. Managing Transport with Advanced Technology

The City of Calgary's Traffic Management Centre (TMC) and Transit Control Centre, together with the Government of Alberta's travel information system, will plan, deliver, and manage traffic flow through a coordinated centre planned and operated by the Olympic and Paralympic Transport Team. This common operational control centre will ensure smooth and reliable transport throughout the Games. By using cameras, real-time traffic information, and road weather information systems (RWIS), this centre will identify and remedy incidents along the Olympic Route Network. Through the use of mobile apps, the centre will push travel information to spectators and the general public, while also modifying signal timings, and adjusting public transport services for optimal flow and timely arrivals. TMC will use additional on-call tow-trucks and emergency responders to manage and quickly clear incidents to limit impact on the road network.

Table 80) Motorisation Rate and Public Transport Share

Increasing focus on travel options

Public transport has a **high** rate of usage in Calgary. Around 50% of work journeys into the city centre are made by public transport during **weekdays**. Calgarians **use** public transport for large events such as the Calgary Stampede, CFL football games and NHL **hockey games** with no **major impact** to regular daily public transport users.

Table 81) Transport Demand - Spectators and Workforce

An Enhanced Public Transport System to Serve Spectators and Workforce

Table 81 shows the expected spectator and workforce demand for each of the venues assuming at capacity venue for all Olympic events.

82. Serving Games travel and everyday travel

Our existing transport system will amply serve both visitors and residents. Most Games venues are located in areas where resident traffic will be moving in an opposite direction at peak travel times. The Olympic Route Network will ensure that Games stakeholders are able to move quickly, reliably, and easily if there are any points of congestion. The Calgary International Airport is well connected to the existing motorway network.

We've designed our venues in clusters to reduce the need for spectators and workforce to commute long distances. By providing enhanced public transport services in Calgary, as well as promoting travel demand management during the Games period, we'll reduce the base travel demand.

Spectators and workforce will have access to an existing public transport system with service extended and aligned to meet the needs of the Games. As part of the preparations, The City of Calgary conducted an extensive review of the Light Rail Transit and motorcoach systems that will serve proposed venues. The service plan increases include extended and more frequent service on the CTrain system, and extended service on Calgary Transit motorcoaches, particularly to aid access to the Canada Olympic Park cluster. The extended hours will support workforce journeys, especially in the early mornings and late evenings. This enhanced service will also allow spectators to easily access the competition and Live Sites in and around the Calgary area.

In Canmore and surrounding areas, we'll enhance existing ROAM motorcoach services, increasing frequency and service hours. HostCo will provide additional Games specific routes to Mountain Venues through a proposed mountain transport hub including connections to Nakiska Mountain, the Canmore Nordic Centre, and Calgary (to Games park-and-rides and public transport links). By starting early and ending late, transport services will also support our workforce.

Within Whistler, additional motorcoach routes from Whistler Centre to the Whistler Olympic Park will serve spectators and media.

83. An accessible system for everyone

The City of Calgary and the Province of Alberta have a number of overarching policies and design standard for accessible infrastructure and facilities. Those include the Access Design Standards by the City of Calgary and the Alberta Building Code by the Province of Alberta.

In practice, all Calgary Transit and Bow Valley Regional Transit Services Commission vehicles and rail stations are accessible for those with physical impairments. For users with more unique travel needs, Calgary Transit Access provides dedicated services to individuals using a specialized fleet of vehicles. We've positioned our venue clusters close to public transport where possible, otherwise dedicated transport will be provided.

We've reduced walking distances to ensure quick access to venues. Where walking distances are significant from transport links, we'll provide accessible shuttles for spectator transport, particularly at the Olympic Oval and Canmore Nordic Centre. Accessible taxis are available in Calgary and Canmore. Venues will have specific drop off areas for accessible vehicles, and we'll use accessible shuttles where needed. Stakeholders will spend more time focussing on and enjoying the Games experience with engaging Last Mile activities and services designed to increase spectator linger time and thereby alleviate traffic and transport congestion.

84. Easy public transport for ticketed spectators

Every Games event ticket also functions as a day pass on the public transport systems within Calgary and Canmore. Instructions issued with each ticket will encourage spectators to show their event ticket to board any public transport vehicle and receive service for no additional charge.

5.3 Accommodation

- Plentiful accommodation inventory for Games stakeholders
- Hotel industry is engaged and committed to affordable rooms
- Excellent range of hotel accommodations are ready for guests
- Hotels feature North American sized rooms with first class-rated hospitality
- 3,800 private lodging options are also available in Calgary

Table 85) Total Room Inventory

Table 86) Convention Rates

Calgary 2026 has developed a Guaranteed Accommodation Agreement to ensure that room rates during the Games are fair. Our methodology for calculating the rates will apply inflation to average audited room rates for each accommodation supplier during the month of February in 2021-23, and then add an Olympic premium. These rates will be inclusive of breakfast and Wi-Fi.

87. Room Rates

88. Media Accommodation

Alberta's legendary western hospitality is the foundation for all our services, especially for visiting media. We'll allocate over 13,000 hotel rooms with a range of starred ratings in Calgary and Canmore for Media, all in close proximity to the competition venues and Media facilities. Media accommodations will have easy access to our efficient and dependable transport network, as well as plenty of food and beverage options.

89. No Media Village Required

No Media Village will be needed as current accommodation inventory meets the required needs.

Table 90) Alternate Accommodation

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Workforce accommodation is accounted for in our hotel agreements including the additional housing that will be built as part of the housing legacy plans.

Spectators will have access to a wide-range of alternative accommodation options including 10% of the over hotel inventory that Calgary 2026 will not be securing.

Table 91) Total Guarantee Room Inventory

To be submitted in April 2019 with the Core Guarantees.

5.4 Safety and Security

- A highly experienced security workforce
- Integrated security agencies are tried and tested in delivering major events in Canada
- Financially sound security plan is based on dynamic risk management
- Canadian security organisations have worked extensively with their international counterparts

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92. Risk Management

The Calgary Emergency Management Agency (CEMA) completed their most recent Disaster Risk Assessment in 2018. CEMA follows the ISO 31000 standard process, using subject matter experts from academia, emergency management, government, not-for-profit, police/security, and the private sector. Mitigation strategies identified by CEMA have been augmented with Games related strategies identified by the Calgary Police Service (CPS) and Royal Canadian Mounted Police (RCMP) to arrive at a residual risk level. As these risks' assessments are similar to those of both in the Town of Canmore and the Callaghan Valley that hosts Whistler Olympic Park, the focus below is on Calgary-specific mitigations.

Fire (buildings, industry, forest) – Assessed as Low.

Existing building codes, fire codes, and land use agreements are up to date and coupled with a rigorous inspection process, are in place to reduce the likelihood of fires. The Calgary Fire Department adheres to internationally accepted response times.

Intrusion into Olympic facilities – Assessed as Low.

Vulnerability assessments have been conducted for all planned and existing venues, leveraging the knowledge the CPS has of these facilities. We've created security plans using Crime Prevention Through Environmental Design principles, physical barriers, video surveillance and other technology, access control and screening, targeted observation in the "last mile", and a rapid response capacity.

Civil disobedience – Assessed as Low.

Canada is a democratic society with entrenched support for peaceful demonstration. The June 2018 G7 in the Province of Quebec is a recent example of how a potentially contentious political event was held without incident. The CPS has a specialized unit responsible for managing major events, which includes public demonstrations. They have a strong intelligence programme that includes public outreach, and proactive engagement with known activist and issue groups. The CPS has established and tested operational protocols and conduct regular training exercises, often with members of the RCMP and other municipal police services.

Crime – Assessed as Low.

95% of respondents to a 2018 Calgary Police Commission Survey view Calgary as a safe city in which to live or visit. The CPS has a Crime Management Strategy to ensure resources are appropriately focused on areas of concern and on offender management programs. The CPS is also integrated with government and NGOs in multiple proactive initiatives, such as the Vulnerable Persons Team and the Youth at Risk Development programme.

Telecommunication/technological/cyber risks – Assessed as Low.

The City of Calgary owns its own dedicated fibre network, eliminating many of the risks associated to a third-party carrier. Proactive measures such as intrusion detection systems, anti-virus, fire walls, security analytics protection, and vulnerability testing complement a strong response and recovery programme. Telecommunications networks have built in redundancy and the cellular network is augmented by temporary Cellular on Wheels, if required. Risks associated with wireless telecommunications and radio communications will be minimized through the provision of necessary radio authorizations and the prompt identification and resolution of radio interference.

Terrorism – Assessed as Medium nationally, but Low in Alberta.

Canada has a National Counter-Terrorism Plan to deal with global and domestic terrorism. In Alberta, the RCMP and municipal police services have enhanced their integrated intelligence and investigative capacity to address potential terrorist activity. In addition, the CPS and RCMP have proactive community engagement programs to identify and respond to radicalization efforts.

Traffic – Assessed as Low.

Calgary has an effective roadway system and there are planned improvements on key routes including the completion of a ring road freeway. If required, effective alternate transport routes to and from Games venues can be utilised. Calgary has a robust traffic camera system to monitor major roads and coordinate transport movement.

Major traffic accidents – Assessed as Low.

Calgary saw a reduction in fatal traffic collisions in 2017, while property damage collisions have remained at a consistent level. The CPS has a Traffic Safety Plan that coordinates education and messaging with enforcement. Collision investigative teams and tow trucks can be strategically positioned along key Games transport routes to quickly and effectively manage collision response.

Natural catastrophes – Assessed as Low.

Natural events of concern, such as flooding and forest fires, only occur during the spring. Calgary has a priority-based system of roadway snow removal, which would be augmented with private sector assets during the Games.

Other catastrophes (chemical, biological, nuclear, etc) – Assessed as Low.

Existing environmental protection standards, emergency response plans, a strong intelligence programme, mutual aid agreements, and operational protocols developed with all levels of government are all part of an integrated mitigation strategy.

93. Security Legislation and Agreements

Existing legislation, agreements, and practice in Canada clearly support a single management structure for an integrated security team. The Government of Canada has identified the RCMP to act as the lead agency responsible for the overall coordination and planning of security for these Winter Games. In general, the RCMP's mandate includes a wide range of responsibility, including preventing and investigating crime; maintaining peace and order; enforcing laws; contributing to national security; ensuring the safety of state officials, visiting dignitaries and foreign missions; and providing vital operational support services to other police and law enforcement agencies within Canada and abroad. In addition, the RCMP provides frontline policing to eight of Canada's ten provinces, all three territories, and over 150 municipalities across Canada, through Provincial Policing Services Agreements (PPSAs). Alberta is one of the provinces where a PPSA is in place, resulting in a strong RCMP presence.

The RCMP has worked consistently in an integrated fashion with the CPS, as far back as Calgary 1988 and the 2002 Group of Eight (G8) Summit in Calgary and Kananaskis. There are several current and longstanding examples of integration with the CPS through investigative and intelligence units. In addition, the PPSA currently in place provides a mechanism for the RCMP to move resources from across Canada in support of a major event like the Olympic and Paralympic Winter Games.

The management structure itself is based on the Incident Command System (ICS) model, a protocol known and used by both the RCMP and CPS. The ICS model creates a platform with a unified command, in addition to common structure, processes, and terminology used in planning for and responding to major incidents.

94. Games Security Management

Building off lessons learned from previously hosted multi-sport Games, the RCMP and CPS have developed an innovative, dynamic risk management approach to securing the Games, in essence creating a new security norm for multi-sport events. The work already completed will substantially reduce the planning time required in the future. The concept is flexible, so it can address residual risk, adapt to emerging situations, and is scalable to meet any changes in the Games threat environment.

The RCMP and CPS will be supplemented by uniformed Peace Officers, employed by The Province of Alberta or municipalities in the Calgary Region. Private security guards will be used for access control and asset management. Security guard companies, currently providing these services at existing venues will be augmented by volunteers wherever appropriate. We will also create a province-wide Police Reserve Programme, comprised of recently retired police officers. We'll engage with local post-secondary institutions and Indigenous communities in order to train and employ students and Indigenous people in the private security workforce. We've established a general security budget; since the federally mandated RCMP is the lead agency for the integrated security team, the Government of Canada will have overall financial responsibility for security costs.

We're forming a foundational planning team, the Integrated Security Unit (ISU), comprised of a skeleton staff until 2023. As needs dictate, this team will grow and evolve into an operational team for Games time, under a unified command. We'll establish an operational steering committee composed of senior members from law enforcement organizations involved in the ISU. Respective levels of government will provide strategic and financial guidance and oversight to the ISU as well as reinforce the principle of sustainability. The Liaison Section within the ISU, will report directly to the Commander. The Liaison Section will facilitate seamless integration and interaction with the Organizing Committee from its initial formation until Games conclusion.

Insert two Security Org Charts

95. Intelligence Services

Our security concept is based on dynamic risk management. To support this, we will form a Joint Intelligence Group (JIG) approximately 2.5 years prior to the Games. JIG will initially be comprised of national, regional and local law enforcement and intelligence agencies. Intelligence from JIG will inform the development of the various tactics and processes security planners will put in place prior to the Games. In order to put the intelligence into a proper context during the planning phase, vulnerability assessments have been conducted at all venues, leveraging the experience the CPS has with these facilities. Real-time intelligence will guide operational decision-making during the active phase of the Games.

JIG will also coordinate with international intelligence entities, identifying potential threats to the Games and assessing the risk they pose. JIG will also collect intelligence from member and outside entities and perform a Games-contextual analysis on this intelligence. Reports produced will aid the security planners in their efforts. During the actual Games period, JIG will report directly to the security commander in support of day-to-day decision-making.

96. Armed Forces on Standby

Our security concept will limit the use of Canadian Armed Forces (CAF) personnel to a standby capacity where they have a specialized capability such as response to serious national security incidents, CBRNE incidents, or airspace intervention. There is no plan to use Canadian Armed Forces personnel in regular security activities.

97. Capable Emergency Services

Public Safety Canada's Government Operations Centre (GOC) is responsible under the Federal Emergency Response Plan (FERP) to act as the whole of government national-level coordinator of safety and security planning, as well as to manage a national exercise programme so that departments and agencies at the local, provincial and federal levels have the necessary emergency response plans completed prior to the Games. In addition, the GOC would provide 24/7 monitoring and reporting, national-level situational awareness, warning products and integrated risk assessments leading up to and during the Games.

The City of Calgary and the Province of Alberta have professional and highly trained emergency service providers, including Emergency Medical Services and Alberta Health Services, CPS, Calgary Fire Department, Calgary 911 Communication Centre, Calgary Emergency Management Agency, Alberta Emergency Management Agency and Canada Task Force 2 Disaster Response Team. The Alberta Emergency Management Act and the Municipal Emergency Plan mandates their coordinated response. These agencies routinely and regularly train together in Major Incident Management, rescue, and all aspects of emergency response. The Alberta Emergency Management Agency Provincial Operations Centre (POC) would be activated in support of the Games and would act as a coordination body for the Government of Alberta and connection n to the Government of Canada and other stakeholders as required. All other City Service providers, private sector utility providers, and the Department of National Defence are also integrated into incident response through the POC and CEMA Emergency Operations Centre. Their coordinated response to massive regional flooding in the spring of 2013, and to wildfires in northern Alberta in 2016, demonstrates their capacity for rapid and effective deployment. Preparing for a Games environment will provide the opportunity to incorporate all the lessons learned from these experiences and continue building emergency response resiliency.

98. Security at the Paralympics

The same overarching philosophy and principles apply to our security concept for the Paralympic Winter Games. Both Olympic and Paralympic security plans emphasize flexibility and scalability; the only difference during the Paralympic Winter Games will be as a result from of fewer sports and venues, and any changes in the threat profile.

99. HostCo and Security Integration

HostCo will include a department for security integration. This group will be responsible for developing plans for any HostCo security issues the Organising Committee is responsible for, such as asset protection, as well as ensuring active communication with the ISU to effectively manage the impact decisions of either group may have on the other.

100. Security Workforce

We estimate that at its peak, we'll need 1,245 RCMP and/or CPS police officers on the security team during the Olympic and Paralympic Winter Games. Any RCMP members from outside of Alberta will have logistical support from a well-established internal process. Our security concept includes 4,260 private security guards, as well as 300-400 volunteers. A small CAF presence, if required, will be present in support of the ISU security requirements. The City of Calgary and Alberta Emergency Services networks will be available to support the Games.

101. Available Human Resources

Total human resources available in country, region and city:

Resource Type	National	Regional/Provincial	Local
Police Officers	69,000	7,500	2,400
Peace Officers	N/A	2,164	300 (approx.)
Military	95,000 (incl. Reserves)	10,200 (incl. Reserves)	N/A
Fire	170,000 (incl. volunteer)	14,000 (incl. volunteer)	1,360
Paramedic	N/A	5,600	1,150
Private Security	200,000 (approx.)	24,000	10,000

102. Airspace and Waterways

A scalable process is in place to control the use of airspace relevant to the operation of during the Games, including unauthorized Unmanned Aerial Vehicles, which would be implemented based on the on-going assessment of threat. It is anticipated the issuance of Notice to Airmen (NOTAM) will be sufficient, given the current threat environment. However, Canadian Forces Base Cold Lake in northern Alberta can quickly scramble a fighter jet response if the situation dictates.

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5.5 Energy and Technology

- Current 4G networks will be upgraded to 5G well in advance of 2026
- Existing energy infrastructure already provides ample capacity
- Highly reliable energy supply to all mountain and city communities and venue clusters
- [Calgary 2026 will leverage emerging energy technologies in cost-effective ways](#)
- Infrastructure in place already supports a highly developed local economy

draft

103. Communications Infrastructure

The telecommunications and technology infrastructure within Calgary, the Bow Valley and Whistler are owned by private and public companies who are also the operators of the networks. Major telecommunications infrastructure owners/operators in the region are Shaw Communications, Rogers Communications, Telus Corporation, Bell Canada and Zayo Networks. The City of Calgary is also a ~~carrier~~-neutral owner/operator of unused fibre capacity within the city limits.

104. Robust Wireless and Cellular Services

The Calgary, Bow Valley and Whistler regions have multiple service providers who deploy ~~the same~~ similar technologies. The infrastructure currently supports 4G wireless technology throughout the Calgary region and mountain venues. This technology is deployed by the major service providers, which includes Shaw, TELUS, Rogers, and Bell as well as numerous other smaller providers. The infrastructure supporting the technology is primarily owned by Shaw, TELUS, and Rogers.

Planned growth

All the major service providers have begun testing 5G technology at various locations across Canada. It is expected they will deploy 5G nationally, well before 2026, and there could be more advanced technologies ~~at~~ by that time. It is expected that Calgary and the surrounding region will keep pace with Canada's emerging technology advancements.

Additional Infrastructure

McMahon Stadium and the Saddledome each have two existing communications feeders serving them. The remaining venues currently each have one fibre-optic service, ~~and a~~ second feeder ~~to each~~ will be completed as ~~a~~ part of the Games upgrades in order to meet IOC requirements.

In terms of cellular networks, all sites have full service capability with an expectation that cell repeaters may be required at each venue to pick up the additional traffic during the Games. Trunk radios will be handled by Industry Canada and their Frequency Allotment Management Programme. It is expected that during the planning phase a communications sponsor will be brought on board to assist in providing the necessary services to each site.

105. Reliable Energy Supply

As a net exporter of electricity, Canada's extensive energy infrastructure has sufficient capacity to meet the demands of the Games. The incremental electrical demand associated with the Games would not compromise the reliability of Alberta's interconnected electricity system, which is governed by rules and standards and reinforced through contingency plans and operational reserves. The Alberta Electric System Operator operates Alberta's grid in a safe and reliable manner – governed by the ISO rules and Alberta Reliability Standards, which are based on North American Electric Reliability Corporation standards. ENMAX Power Corporation, Fortis Alberta Inc., and BC Hydro operate and maintain the utility power distribution systems in Calgary, the Bow Valley, and Whistler respectively. Alberta is the third largest producer of electricity in Canada and has a generating capacity of 16,602 megawatts (MW). Additional electricity is imported from Alberta's energy trading partners; British Columbia, Saskatchewan, and Montana (USA). Approximately 66% of Canada's electricity is produced from renewables such as hydro, wind, and biomass.

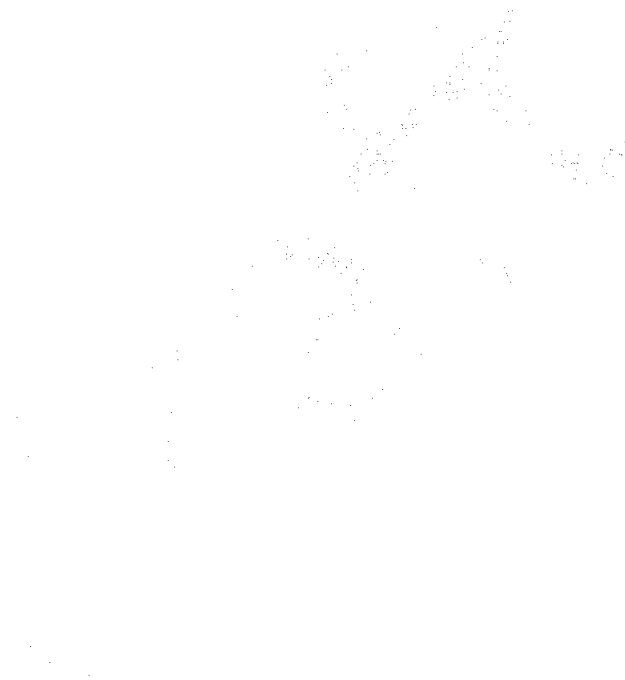
For security reasons, the energy infrastructure diagram for Calgary had been provided in a separate document.

At a venue level, WinSport, McMahon Stadium, Multi-Sport Complex, Community Arena, Nakiska Mountain, Canmore Nordic Centre and Whistler Olympic Park are supplied by a single dedicated service, with Stampede Park (including the Saddledome, IBC/MPC venues and the Grandstand/Medals Plaza) and the Olympic Oval serviced by a ring main to double ended board fed from adjacent buildings. Planned utility upgrades to the existing systems include lifecycle and technology upgrades to support the reliability and performance of energy delivery.

At most venues, existing infrastructure meets the capacity requirements of the Games. Supplemental capacity at Canmore Nordic Centre and Whistler Olympic Park will be provided by temporary generation. Upgrades proposed to meet Games reliability requirements include the completion of secondary dedicated utility power feeds at Canada Olympic Park cluster, the Foothills cluster (supplying McMahon Stadium, Multi-Sport Complex and Community Arena) and Stampede Park (supplying the Saddledome, IBC, MPC and Grandstand/Medals Plaza). At the Olympic Oval, a secondary feed is to be provided

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by temporary generation. As previously agreed with the IOC, full secondary feeds will not be provided at the mountain venues (Canmore Nordic Centre, Nakiska Mountain and Whistler Olympic Park) given the associated cost and the lack of legacy value this would entail.



5.6 Finance

- Independently verified financial review by all levels of government
- A Division/Function estimating structure used for the greatest accuracy
- Financial planning incorporates 112 items that reflect The New Norm Principles
- Budget developed by subject matter experts with over 300 years' collective experience
- Analysis and comparison with budgets for Games previously held in Canada

draft

Table 106) HostCo Budget

We are very confident in the budget we are putting forward and the methodology that informed its creation. As set out by the IOC, we used a division/function structure, identifying nine divisions, and varying numbers of functions within each division. Each function was further broken down into work packages. In total, over 800 work packages were identified, allowing for detailed and accurate budgeting.

Over twenty Subject Matter Experts (SMEs) with a combined 300 years of Games-experience were engaged to develop "bottom-up" budgets using work packages. New Norm principles and lessons-learned from previous Games also informed this process. To allow for inflation, annual increases were compounded to produce an adjusted increase for each year from 2019 to 2026 geared to the Consumer Price Index.

Budgets submitted by the SMEs were reviewed and analysed by an internal team to identify gaps and overlaps. The review and analysis also included comparing costs and revenue to budgets from Vancouver 2010 and one produced by the CBEC, a preliminary group tasked by the City of Calgary to report on the feasibility of hosting the 2026 Games.

Contingencies have been applied at a rate of 10% for operational expenditures and 28-34% for capital 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.

Table 106a) HostCo Budget in 2018 local currency and in USD

Table 106b) HostCo Budget in 2026 local currency

Table 107) Cash, Flow

5.7 Marketing

- Canada has a proven track record of Olympic marketing excellence
- Canada is one of the world's leading markets for sport sponsorship
- A history of innovative Olympic licensing and merchandising
- Broad support for the Games from the private sector
- Tremendous opportunities to grow Olympic and Paralympic brands around the world
- Joint approach for Olympic and Paralympic domestic sponsors
- ~~Expect~~ Strong ticket sales and full stadia at both the Olympic and Paralympic Winter Games

draft

Table 108 Sponsorship Income

Canada enjoys a large and well-developed sport sponsorship market with strong support coming from a range of major brands that value the benefits that association with sport offers. Marketers in Canada see the Games and the dramatic stories of our Olympic and Paralympic athletes as a most valuable and compelling way to connect with audiences, and a top priority on their marketing calendars in Olympic years. Past Olympic Games in Canada have generated tremendous revenue streams and spawned some truly innovative and engaging marketing programmes.

Calgary 2026 anticipates generating approximately \$762 million USD (2018) in domestic sponsorship revenue, while ensuring sponsorships across a range of proposed categories that are complementary to the TOP partners' programmes. Calgary 2026 will work closely with the TOP and domestic sponsors to help them realise maximum value from their participation. We will also work closely with the COC and CPC to ensure we have a unified marketplace and a cohesive transition before and after the Games.

Calgary 2026 will provide our detailed Table 108 as part of the Candidature Questionnaire response under a separate cover with conditions of confidentiality.

109. Methodology

Canada's sophisticated and lucrative sponsorship market has grown substantially in the past ~~10~~ ten years as demonstrated by unprecedented corporate and consumer support for the 2010 Vancouver Olympic and Paralympic Winter Games, the 2015 FIFA Women's World Cup, the 2015 Pan and ParaPan American Games, the 2016 World Cup of Hockey, the 2017 Invictus Games and multiple major international single sport events such as the World Junior Hockey Championships. Additionally, Calgary, Canmore and the region have hosted 288 winter World Cup events in the past ten years with almost all of them having domestic or international corporate sponsors.

Our methodology in developing the domestic sponsorship projection looked at all of the events mentioned above and concluded that the Vancouver 2010 Games provided our most relevant benchmark. Next, Calgary 2026 conducted interviews with expert marketing stakeholders to determine if our assumptions and projections were reasonable. What we heard was that sponsors believe there is special value in associating their brand with the Olympics – providing them with a predictable marketing activation window, strong emotional connectors through Canada's successful Olympians and Paralympians, and a brand that is one of the most recognised NOC/NPC logos in the world. Sponsors indicated that they believe this exclusive association is a highly valued asset for their respective brands. Furthermore, as the success of Canada's Olympic and Paralympic teams has grown, so too has the interest and enthusiasm of domestic audiences for the Games and their contact with Olympic sponsor advertising.

Considering this increasing wave of enthusiasm for Games sponsorship initiatives, our projected revenue will be 24% greater than that achieved by Vancouver 2010. Prudently, we have placed a 10% contingency against this figure to mitigate any risk associated with reaching this amount. With contingency in place, the sponsorship projection for the Games in 2026 is \$762 million USD (2018), representing an 18% increase above Vancouver 2010's sponsorship success which is comparable to the growth in the TOP programme over the same period. This is a very reasonable and conservative projected increase when one considers:

- While the Vancouver Games exceeded all expectations for domestic revenue, the market for sport sponsorships has developed quickly in Canada, experiencing 11.8% annual growth year over year since 2010;
- The growth in the value of the Canadian Olympic Team and brand, which provided a fourfold increase in domestic sponsorship following Vancouver 2010 and which continues to be strengthened by the performance of the Canadian Olympic team and the sophisticated brand activations of the COC;

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General market research consistently shows that Canadians are passionate followers of both Olympic and Paralympic Games, and of our individual Olympic and Paralympic athletes. More specifically, recent COC consumer research shows that the Canadian Olympic Team resonates with a broader demographic of Canadians than any single-sport. Support comes from all regions of Canada, polls almost equally male/female, and spans a broader age range than other sport properties. Gender equality initiatives undertaken by the IOC, including major schedule changes to achieve gender balance in the Olympic programme, along with compelling performances by Canadian female athletes makes this especially true. The Canadian Olympic Team polls almost 20 points higher for consumer relevance and interest than the NHL or any individual NHL franchise, and eclipses the NFL, MLB, MLS, NBA and CFL by a wide margin. COC research also shows that a Canadian Olympic Team partnership has the greatest reach and most positive brand impression compared to all other Canadian sport properties. This provides Calgary 2026 with an incredibly strong Canadian Olympic and Paralympic Team brand to promote as part of its sales effort.

2026 could be a very big year for sport in Canada, between Calgary potentially hosting the Games in February-March and then cities across the country hosting 10 FIFA World Cup games later in the summer. We spoke with soccer industry experts who have insight into FIFA's sponsorship regime, plus leaders in the marketing industry, and we anticipate the World Cup will have no downside effect at all on domestic Games sponsorship sales.

110. Sound Ticketing Strategies

Canada is a nation of knowledgeable winter sport enthusiasts, who very actively support winter sport events and who respect and cheer loudly for all winter athletes. We anticipate a very high demand for tickets, full venues and stadia, and a thrilling environment for competitors and spectators alike. To achieve this, Calgary 2026 has developed a ticketing strategy with price points that are accessible for both the average Canadian and fans from around the world, while maximising revenue from key events. Early planning with all stakeholder groups will allow for the creation of a hospitality programme that can be leveraged to generate additional revenue for HostCo and take full advantage of the interest and passion for winter sport events in Canada.

Canada as a host country and North America as a host continent have strong track records as robust markets for major sporting events. Calgary 1988, Salt Lake 2002, Vancouver 2010 have all been record-breaking Olympics and Paralympics as far as ticket sales and attendance. Today, Calgary has the highest concentration of corporate head offices per capita in Canada, with an affluent and enthusiastic population of sport lovers. Calgary is also easily accessible from anywhere in North America. As such, the market for tickets is expected to be very strong. In addition, virtually all of the sports on the Olympic programme are regularly hosted at the World Cup level in Calgary and the surrounding region and thus very well supported by knowledgeable and passionate local fans.

Canada and North America are well-established ticketing markets where people are more than willing to pay top prices for premium events such as the Stanley Cup playoffs, Super Bowl, and NBA and Major league baseball playoffs. The pricing model for the Calgary 2026 Games is specific for venue size and comparable to previous Olympic Winter Games with a high of \$1,269 USD for the top ticket to Opening Ceremonies to a low of \$31, with 70% of tickets under \$115 USD. There is ample precedent for this pricing based on experience in Canada and in North America and affordable to those with limited budgets.

A successful Games must have full venues to create an exciting atmosphere and to maximise revenue. Calgary 2026 is budgeting for 91% of seats to be filled for the Olympics and 75% of seats to be sold for the Paralympics, but our goal is full venues. On top of strong enthusiasm from potential ticket buyers, Calgary 2026 Ticketing will work closely with the IOC/IPC, Overlay, Accreditation, OBS, Media services and Protocol to create an effective system that allows for expanding and shrinking accreditation zones based on individual session requirements. Zones will be managed on a session-by-session basis to ensure we maximise attendance. A flexible programme for public spectator sections will also be put in place to recognise volunteers, Olympic Families, youth and other groups. Calgary 2026 is very keen to work collaboratively with the IOC specific to its new data sourcing efforts under The New Norm changes to identify opportunities where seats could be freed up for consumers, anticipating that there will be unprecedented demand for tickets.

This transparent sales strategy will follow the typical Olympic model with quotas developed in conjunction with the IOC for different market segments including Olympic Family, TOPS, national sponsors, and international and Canadian publics. A request phase for Olympic Family, sponsors, and host cities will begin two years out from the Games followed by a public lottery phase and other public sales in the lead-up to Games time.

Table 111) Ticketing Revenue

112. Ticket Pricing

Calgary 2026 is very confident in our draft ticketing model as it has been developed with, and reviewed by, an experienced team giving consideration to ticket pricing at previous Olympic Games, international events, and premium North American and local events.

Olympic ticket prices on the high end include:

Calgary 2026 Ticket Prices		
	USD	CDN
Opening Ceremonies	\$1,270	\$1,650
Men's Hockey Final	\$1,155	\$1,500
Figure Skating	\$575	\$750

Pricing comparisons were drawn from past domestic and international events, including;

EVENT	USD		CDN	
	PRICE RANGE		PRICE RANGE	
PyeongChang – Opening Ceremony	\$1,500		\$1,950	
Sochi Opening Ceremony	\$1,600		\$2,080	
2018 Super Bowl	\$950	\$3,000	\$1,235	\$3,900
NHL Finals Series 2018 (Las Vegas)	\$275	\$995	\$358	\$1,294
NHL Finals Series 2018 (Washington)	\$316	\$976	\$411	\$1,269
Calgary Flames 2017 1st Round Playoff Prices	\$81	\$461	\$105	\$600
VANOC	\$23	\$846	\$30	\$1,100

S.24(1)(b)

Based on our research of previous Olympic and Paralympic Games ticket pricing, our ticketing model projects Olympic ticket prices in the range of \$31 to \$1,270 USD with 70% of tickets priced under \$115 USD, while for the Paralympic Games, prices will range from \$15 USD to \$135 USD with over 70% of tickets under \$31 USD. These easily accessible ticket prices will encourage spectators to fill out venues throughout the Olympic and Paralympic Games.

As noted above, the recommended program also has tickets that are accessible to the average Canadian family and Olympic and Paralympic fans from all over the world. Prices start at just \$15 USD for the once in a lifetime experience of seeing the Games live. While high and low prices have been highlighted here, the programme contains many price options in between that will be well received by the public – so much so, it is expected that managing scarcity and demand may be an issue as it was for other recent games in North America.

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113. Innovative Games Licensing

Canadians have a history of creating innovative and exciting licensing items that capture the attention of local and global consumers, such as Vancouver 2010's famous "Red Mittens", the Sochi 2014 toque and the Salt Lake 2002 cap. Calgary 2026 has planned for lucrative licensing opportunities, and our analysis has suggested a very conservative and attainable licensing revenue goal. Calgary 2026 anticipates two leading licensing programmes with broad appeal including a "Red Mitten-inspired" program, and a "50 years of Canadian Games Collection" (1976/1988/2010/2026), offering multiple items at various price points that will have broad consumer appeal. These two initiatives will be complemented by a comprehensive mascot merchandising programme.

Through the Calgary 2026 licensing programme we will generate substantial revenue to promote the Games and the Canadian Olympic Team, assisting in Games engagement and promotional needs. We will design a programme with Canadian and global appeal in close collaboration with IOC and IPC and marketing partners, with excitement about the potential of partnering with Alibaba in a global e-commerce initiative providing customers around the world access to innovative Canadian innovative products. In the area of audited sustainable sourcing, Calgary 2026 will be consistent with best in class practices employed at previously hosted multi-sport events.

The Canadian Mint is a world leader in coin programmes and has been supportive of past Olympic and Paralympic initiatives in Canada. Canadians have a unique history with our "lucky looney" being associated with Olympic gold-medal success and this can serve as a foundation for part of the coin merchandising strategy. We will work with the IOC and our domestic partners to ensure a range of coins and products are available in a multi-year programme, including a programme that complements our related licensing initiative for the "50 years of Canadian Games Collection". A similar approach will be followed with the commemorative stamp programme.

Table 114) Licencing Income

Question 115, 116 & 117 – No Lottery Required

No lottery required, our revenue projections are firmly rooted in domestic sponsorship, ticketing and licensing.

5.8 Legal Matters

- No legal obstacles exist to hosting the Games
- Canadian laws encourage ethical and ~~support~~ clean sport
- Existing legal framework focuses on accessibility and inclusion
- Strong ambush-marketing measures already in place

draft

118. No Legal Obstacles

The legal framework of Canada encourages the hosting of major events. It is understood that the Games will be organized in a manner that is consistent with the laws of Canada, including the Canadian Constitution, ~~part of which is~~ and the Canadian Charter of Rights and Freedoms.

The Government of Canada recognizes the sport development, social, cultural, economic and community benefits that are derived from hosting international sport events, and that a proactive, strategic and coordinated approach to bidding and hosting is required in order to realise and maximise the se benefits for Canadians. The Government of Canada's commitment to further establishing Canada as a leading sport nation is exemplified by the successful hosting ~~in Canada~~ of Vancouver 2010, the Pan and Parapan American Games in 2015, and the Invictus Games in 2017. The Government of Canada welcomes the opportunity to once again host the 2026 Games in Canada

119. Laws that Encourage Sport

Canada's enthusiasm for hosting major international sporting events is reflected in the enactment of government legislation and policies. This is particularly true over the past 15 years.

In 2003 the Federal Government enacted the *Physical Activity and Sport Act*, which provides a Federally regulated regime which includes among its purposes the following, all of which are principles defined in the *Olympic Charter*:

- encouraging the promotion of sport as a tool of individual and social development;
- facilitating the promotion of under-represented groups in the Canadian sport system;
- coordinating federal initiatives regarding the encouragement, promotion and development of physical activity and sport, the hosting of major sporting events and the implementation of anti-doping measures, in cooperation with other federal government departments or agencies;
- encouraging provincial and territorial governments to promote and develop sport;
- encouraging contributions from the private sector towards the development of sport; and
- encouraging and supporting alternative dispute resolution for sport.

Canada's regulatory regime regarding the protection of the Olympic & Paralympic Marks is considered a gold standard for commercial rights management. To enhance provisions against unfair trade or association already contained within the *Competition Act*, the *Trademarks Act*, the *Copyright Act* and to enhance Canada's common law concept of the tort of "*passing off*", the Federal Government enacted the *Olympic and Paralympic Marks Act* in 2007. This Act strikes a reasonable democratic balance between protecting the intellectual property of the Olympic rights holders and supporters with the rights of individuals to exercise free speech and create artistic works utilizing the Marks. If Canada is to win the right to host the 2026 Games, simple amendments to the regulations of the *Olympic and Paralympic Marks Act* will be proposed to ensure any new Calgary-specific intellectual property can be similarly protected.

Leading up to Vancouver 2010, VANOC staff created an easy to use visual guide on the commercial rights regime behind the use of the Olympic brand. This practice was then enhanced and maintained by the COC, one of the few NOCs who provide an on-line resource for brand management accessible to all Canadians and frequently cited as a "best-in-class" resource by other NOCs.

Lastly, Canada has been the leader and host of the World Anti-Doping movement since its inception, with the WADA headquarters located in Montreal, Canada since 1999. We are widely recognized as global champions of the anti-doping/clean sport movement, supported by our regulatory regime, our policies, our NOC and NPC. The Canadian Centre for

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Ethics in Sport (CCES) is a national, not for profit organization committed to a fair and ethical sport system. CCES manages Canada's anti-doping control program, including the appeal, arbitration and reinstatement systems in place to protect clean athletes. Canada's sport stakeholders are required to adopt and incorporate CCES policies into their internal procedures.

120. No New Laws or Amendments Required

Although no major legislative amendment is required to host the Olympic and Paralympic Winter Games in Calgary, both the Government of Alberta and the Government of Canada have indicated their support to hosting the Games and their commitment to adopt any supplementary provisions which could facilitate a smooth delivery of the Games.

Having recently hosted the 2010 Vancouver Olympic and Paralympic Winter Games, Canada's governments have a precedent of effecting such legal changes and have undertaken to do so again.

Based on the guarantees received from the Government of Alberta and the Government of Canada it is expected that supplementary legislative provisions will be enacted to address, among other matters:

- Visas and entry procedures for the Olympic and Paralympic Family
- Application of labour and legislations for long-term work permits
- Additional protection for intellectual property beyond current levels
- Use of the public domain in allowing free access to public places for Games purposes.
- Taxes and custom duties
- Employment insurance and Canada Pension Plan

121. Accessibility Legislation

Accessibility for people with disabilities is a national priority for Canada and all Calgary 2026 partners and is reflected in a robust legislative framework. This includes the Canadian Charter of Rights and Freedoms, Policy on Sport for Persons with a Disability, the Convention on the Rights of Persons with Disabilities (U.N.), the Alberta Human Rights Act (Alberta), the Safety Codes Act (Alberta), the Alberta Building Code 2014, the Building Code Regulation (Alberta) and The Advocate for Persons with Disabilities Act. The Canada Human Rights Act and Alberta Human Rights Act require that those who deliver services, accommodation and facilities (including public transportation, hospitality, professional services, temporary accommodation, commercial buildings and arenas) do so in a manner that does not discriminate either directly or indirectly on the basis of disability. Alberta is one of the first jurisdictions in Canada to have a formal Disability Advocate specifically dedicated to persons with disabilities with a role to promote inclusion. Further, the Government of Canada has tabled draft legislation in the spring of 2018 (entitled the Accessible Canada Act) aimed at further improving accessibility for people with disabilities. As areas of focus, the draft legislation includes the reduction of the number of buildings inaccessible to those with physical and intellectual disabilities and the removal of accessibility barriers for the country's interprovincial air, rail, ferry and bus transportation systems.

Inclusion and accessibility are core objectives shared by our government partners and will be addressed proactively throughout the project planning stage of the Games. To advance these objectives, all existing competition and non-competition venues have been reviewed from an accessibility perspective and appropriate budgets have been identified to improve access. These improvements are included in the scope of works, which will be appended to the Venue Use Guarantee Agreements between HostCo and the venue owners and operators. New venues and the villages will be designed to meet or exceed all current applicable standards for accessibility, with an allocation of housing units having the potential of adhering to the principles of universal design, thus capable of being adapted to visually impaired, mobility and wheelchair accessibility. Using existing facilities and designing new facilities for accessibility also reflects our commitment to economic, environmental

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and social sustainability [and will allow us to as we](#) leverage the significant legacy left by Calgary 1988 and Whistler's Callahan Valley Ski Jumps and Nordic Centre, a legacy of Vancouver 2010.

122. Taxes and Levies

Question under review

This will need to include an answer for BC taxes.

123. Taxation Authorities

The Department of Finance (Canada) is responsible for legislative matters concerning federal income and excise taxes. The Canada Revenue Agency is responsible for administering the majority of taxes in Canada, including the federal income tax and the federal goods and services tax and certain other excise taxes. Provincial taxes in Alberta are administered by Alberta Treasury Board and Finance. Provincial sales taxes in British Columbia are administered by the Ministry of Finance (British Columbia) - Reference to British Columbia provincial taxes to be considered once response to question 122 is completed.

124. Tax Fulfillment Measures

Legislative amendments and remission orders will be required to fulfil the tax-related requirements under the Host City Contract. Both the Government of Alberta and the Government of Canada have indicated their support for the Games, with the federal government committed to adopting any supplementary provisions which would help facilitate a smooth delivery of the Games. **[To be revisited after MPA & Guarantees are finalized].**

Any supplementary measures that may be needed to limit tax impacts as referred in the Host City Contract will need to be coordinated with the appropriate governmental authorities responsible for taxation in Canada, including the Department of Finance and the Canada Revenue Agency and the Ministry of Finance (British Columbia). The Federal government has indicated their commitment to effecting these changes after the selection of Calgary as the 2026 host city is made. **[To be revisited after MPA & Guarantees are finalized].**

Table 125a) Advertising Space Controls

Table 125b) Public Transport Advertising Space Control

126. Entry into Canada

Canada has built a harmonious multicultural society by welcoming people from around the world with open arms. In addition, each year Canada welcomes millions of visitors, temporary workers and students, serving as an example of tolerance, harmony, and peaceful diversity on the world stage.

The *Immigration and Refugee Protection Act* governs the entry of foreign nationals into Canada and specifies a series of objective criteria regarding such entry. The *Immigration and Refugee Protection Act* provides that, where required, every visitor to Canada shall make an application for, and obtain a temporary resident visa, before appearing at a Canadian port of entry. The *Immigration and Refugee Protection Act* and Regulations describe visitors who are visa exempt.

Canada has traditionally facilitated the entry of all athletes, coaches, judges and related officials through explicit orders issued and validated by the Government of Canada.

Immigration, Refugees and Citizenship Canada (IRCC) and Canada Border Services Agency (CBSA) will facilitate the entry into Canada of all accredited Olympic and Paralympic Family members in possession of the required travel documentation. This

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is with the agreement that the laws and sovereignty of Canada shall prevail at all times, including the national security and admissibility provisions of the *Immigration and Refugee Protection Act*.

For the Vancouver 2010 Games, the IRCC and CBSA had a dedicated team of officers to process and facilitate the entry of athletes, accredited personnel and Games-related equipment and products. The additional funding, resources and staffing expected for IRCC and CBSA will create favorable conditions for the efficient entry of Games-related personnel and goods.

IRCC has agreed in principle to amend the Immigration Regulations to recognize the Olympic and Paralympic identity and accreditation card as having the same force and effect as a temporary resident visa. HostCo and IRCC will agree on matters related to the security controls over production, distribution, and issuance of these cards. IRCC will facilitate the entry of persons who may be required to work in respect of the 2026 Olympic and Paralympic Winter Games, whether on a long-term or short-term basis. Persons wishing to obtain work permits can visit or write any Canadian mission with a visa section or visit the IRCC website to obtain the required applications. IRCC has committed to facilitate the issuance of such work permits in the shortest possible time.

A covenant, with supporting guarantees, has been undertaken between the Government of Canada, IRCC and Calgary 2026 addressing all aspects of the entry of Olympic and Paralympic Family members as well as those for persons legitimately required to work on the organization or operations of the Games in accordance with Question 126. These guarantees can be found in the Guarantee File.

5.9 Games Governance

- Multi-party Agreement includes governments, sport and community leaders
- Calgary 2026 includes Indigenous representation
- Robust delivery partnership allows for rapid decision making
- Olympic and Paralympic athletes represented on HostCo Board
- A smooth transition from bidding organization to HostCo



127. Delivering a Games to Remember

All levels of government, Indigenous leadership, the COC, and CPC are committed to delivering a spectacular Calgary 2026 Olympic and Paralympic Winter Games. Their roles are as follows:

Organisation	Role
Government of Canada (GoC)	Has representation on HostCo Board of Directors One of three public funders Leads security planning and delivery and provides essential services including entry and exit of people and goods, meteorological services, radio spectrum management, coin program, protocol
Government of Alberta (GoA)	Has representation on HostCo Board of Directors One of three public funders Provides essential services including provincial emergency management, medical services, health and disease control, food and beverage safety, and protocol, including upgrades to Canmore Nordic Centre and Nakiska Mountain
City of Calgary	Has representation on HostCo Board of Directors One of three public funders Provides essential services including bylaw enforcement, permits, public transit, waste management, parking, snow clearing, street maintenance, and protocol Responsible for development of Calgary Athletes' Village and two new venues (Multi-Sport Complex and Community Arena)
Town of Canmore	Has representation on HostCo Board of Directors Provides essential services including bylaw enforcement, permits, public transit, waste management, parking, snow clearing, street maintenance, and protocol Responsible for development of Canmore Athletes' Village and will host the Medals Plaza and Celebration Site for the Paralympic Winter Games
Indigenous Partners: Treaty 7 First Nations, which include the Blackfoot Confederacy made up of the Siksika, Piikani, and Kainai First Nations and the Stoney Nakoda Nations, which include the Chiniki, Bears paw, and Wesley First Nations and Tsuut'ina Nation, as well as the Métis Nation of Alberta, Region 3	The Chiefs of Treaty 7 have provided consent to host the Olympic and Paralympic Winter Games on their Treaty 7 territory Have representation on HostCo Board of Directors Responsible for Nations communications, Games-time visitation and protocol, intellectual property protection, cultural participation, and economic development program
COC (COC)	Has representation on HostCo Board of Directors Responsible for athlete relations, sport advocacy and development, team preparedness, intellectual property protection, and education programs
CPC (CPC)	Has representation on HostCo Board of Directors Responsible for athlete relations, sport advocacy and development, team preparedness, intellectual property protection, and education programs

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Calgary 2026 Bid Corporation (Calgary 2026)	Responsible for supporting and promoting the development of sport and amateur athletics in Canada through the development and promotion of a bid to hold the 2026 Olympic and Paralympic Winter Games in Calgary, Canmore, and surrounding area. In particular, to develop, co-ordinate, and present Calgary's bid to be the host city for the Games to the IOC.
Calgary 2026 Host Corporation (HostCo)	Responsible for the planning and delivery of the Calgary 2026 Olympic and Paralympic Winter Games

[A more detailed "roles and responsibilities" matrix has been developed and agreed to by each of these organizations, laying out clear areas of accountability and decision-making. The matrix applies equally to both the Olympic and the Paralympic Winter Games.](#)

[The partners in the chart above will be represented on the HostCo Board of Directors and will include the Canadian IOC members, any Canadian IPC Governing Board member, the President and the Secretary General of the CQC, the President of the CPC, and at least one recent Canadian Olympian and one recent Canadian Paralympian. In addition, a number of Board committees and advisory panels will be struck that will include members from key non-governmental groups, community organizations, and private sector representation. These will include Board committees such as Human Resource and Governance, Protocol and Culture, Finance and Audit, and Sustainability and Legacy, as well as advisory panels to provide guidance by athletes, Indigenous peoples, and community members.](#)

[HostCo will establish a two-level Coordinating Committee based on best practices from successful delivery of the Vancouver 2010 Olympic and Paralympic Winter Games and the Toronto 2015 Pan Am/Parapan Am Games:](#)

- [Coordinating Committee – Operations \(CC Ops\): made up of a member from each of the seven partners plus HostCo who has decision making authority at an operational level \(e.g. Director, Vice President or Assistant Deputy Minister equivalents\). The CC Ops mandate is to share information and resolve operational issues as or before they arise. Issues that cannot be resolved at this level are escalated to the CC Exec group.](#)
- [Coordinating Committee – Executive \(CC Exec\): made up of the senior decision maker from each of the seven partners plus HostCo \(e.g. CEO, City Manager, Chief Administrative Officer, or Deputy Minister equivalent\). The CC Exec mandate is to resolve multi-party issues. Unresolved issues would be escalated to the mayor, premier, prime minister and HostCo President for resolution either as a group or in conjunction with the IOC's Joint Steering Forum, depending on the issue.](#)

[This structure above has been used in past Games in Canada as noted, as well as during the Candidature process. In addition, the seven partners listed above are represented on the Calgary 2026 Board of Directors, on Board Committees \(HR and Governance, Finance and Audit, Culture and Protocol\), and on separate advisory panels of community members, Indigenous peoples, and athletes. The Calgary 2026 engagement process also included over 100 sessions with a variety of organisations in sectors including Economics, Education, Inclusion and Accessibility, Tourism and Culture, Indigenous, Sustainability, and Sport and Recreation.](#)

S.24(1)(b)

128. Planning and Legacy Management

[The Calgary 2026 process is the creation of various individuals and committees that will continue to focus on legacy and sustainability. First and foremost, the HostCo Board and CEO will be ultimately responsible for legacy and sustainability; this is clearly stated in their job description. The CEO will have five direct reporting Vice Presidents, with one of them being](#)

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responsible for the oversight of Legacy and Sustainability. Under this person's leadership will be two senior leaders with legacy and sustainability as their purview, followed by a number of staff and or technical working groups in each area.

Two leadership groups will provide additional advice and oversight. These will be chaired by the VP of SUS/LEG, and comprised of internal and external delivery agencies tasked with oversight of coordination and collaboration through the HostCo and stakeholders. External to the Board will be a Legacy and Sustainability Executive Group. This will be chaired by a HostCo board member and will include Executive Representatives of delivery agencies. This Group's role will be to set policies, approve strategies, resolve issues, and report to the public. Assisting this Group will be an Expert Advisory Committee comprised of external experts who will provide advice on policies and strategies on request. This Committee will be made up of representatives from established and future legacy facility owners, sport leadership partners representing local provincial and national interests, along with representatives from culture, education, impairment, new Canadians, and cultural inclusivity representatives. Additional members may include specialists on subject matters as required.

The Legacy and Sustainability Executive Group and Expert Advisory Committee will be fully funded as per the Multi Party Agreement (MPA). Within two years of forming, these two bodies will be responsible for making a recommendation on the structure a smooth transition process to a Post-Games Legacy oversight committee. This committee, as the name suggests, continue in perpetuity after the Games have concluded. It will commit to the long-term development of sport at the domestic and international levels, contribute to the operation and maintenance of Legacy facilities and programs, and will contribute to sport development after the Games.

Discussions about the funding model for this group have already taken place through the MPA. Ongoing discussions will relate to contribution amounts, fund management, the venues and programmes eligible for Legacy investment, Legacy Fund goals, and endowment timing. Details on final allocation and the specific model and distribution of the fund will then be negotiated post-MPA signature. This process will also involve representatives from Calgary 1988 Games Legacy leadership to ensure continuity and efficiency.

Finally, HostCo is committed to establishing a Legacy Tracking programme to ensure the ongoing delivery of the Games. Learnings from the Sustainability ISO reporting structure are being reviewed for viability the basis from which a more legacy-focused approach will be created. The HostCo workforce, comprised of paid staff, volunteers, and contract suppliers, will also receive valuable orientation and training on sustainability and legacy programmes, including an understanding of how they are contributing to success. This training is an important legacy outcome in itself, as the entire Games' workforce will have a deeper understanding of the concepts of sustainability and legacy to carry forward into their post-Games lives.

All levels of government leadership in the COC and CBC are committed to delivering on the legacy plan by 2026.

S.24(1)(b)

S.24(1)(b)

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S.24(1)(b)

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5.10 Support for the Games

- Games fully supported by all levels of government
- Indigenous support from Treaty 7 First Nation and Metis Nation of Alberta, Region 3
- Widespread support for the Games from NGOs and the business community
- Strong public support demonstrated through a plebiscite decision of xx
- COC/CPC and athletes unanimously support the Games
- Bid includes letters of support



129. Candidature Committee

1. Scott Hutcheson, Board Chair
2. Hayley Wickenheiser, Vice Chair, IOC Member
3. Jude Daniels, Member at Large
4. Strater Crowfoot, Member at Large, Indigenous Representative
5. Lisa de Soto, Town of Canmore Representative
6. Chris Lee, City of Calgary Representative
7. Manjit Minahs, City of Calgary Representative
8. Jeff Fielding, City of Calgary Representative
9. Meryl Whittaker, Government of Alberta Representative
10. Corey Hogan, Government of Alberta Representative
11. Ray Gilmour, Government of Alberta Representative
12. Catriona Le May Doan, Government of Canada Representative
13. Grand Chief Wilton Littlechild, Government of Canada Representative
14. Marc-Andre Fabien, Canadian Paralympic Committee Representative
15. Tricia Smith, Canadian Olympic Committee Representative, IOC Member
16. Chris Overholt, Canadian Olympic Committee Representative
17. Richard Pound, Canadian Olympic Committee Representative, IOC Member

Table 130) Political Parties

131. Settling Labour Disputes

Labour unions have long played a role in shaping the Canadian labour market, and “have had a significant impact on the overall performance of the Canadian economy”. Alberta has the lowest rates of unionisation in Canada at 23.1% of employed staff, and many civic services have seen long periods without a labour dispute. Through collective agreement negotiations which will occur prior to the Games, Calgary 2026 partners will outline standard terms of work, and memorandums of understanding (as appropriate) to address non-standard work scenarios such as the Olympics and to address considerations such as hours work, overtime and shifts.

In Canada, workers in the following areas are considered essential services, and therefore forbidden to take labour action:

- Order safety/security
- Correctional services
- Food inspection activities
- Accident safety investigations
- Income and social security
- Marine safety
- National security
- Law enforcement
- Search and rescue

Within Alberta the following are considered essential services, and therefore employees in these areas are not allowed to take labour action:

- services whereby the interruption of which would endanger the life, personal safety, or health of the public, or;
- that are necessary to the maintenance and administration of the rule of law or public security;

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This includes, but is not limited to:

- all unionized Government of Alberta employees, including those at agencies, boards and commissions
- nurses and auxiliary nurses, technical, professional and support staff working at approved hospitals and some publicly operated continuing care facilities that are designated as approved hospitals
- post-secondary faculty and support staff
- police, fire fighters and emergency medical services

Included below is a summary of the affected union organizations and their focus areas

132. Funding Agreements

In April 2018, the three levels of Government (Federal, Provincial, and Municipal), agreed to fund Calgary 2026. The City of Calgary is contributing \$9.5 million (CDN), with the Federal Government providing \$10 million (CDN) and the Province of Alberta, \$5 million (CDN) up front and another \$5 million (CDN) following a plebiscite being held in Calgary showing support of a 2026 Bid **S.24(1)(b)**

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Each level of Government has established its own secretariat that works in parallel with Calgary 2026 to develop the Games concept and candidature file. On **XX, 2018**, Calgary 2026 partners signed a Multi-Party Agreement defining the terms and funding contributions for the Games as well as committing to the IOC Guarantee.

Additional letters of support from various NGOs have been included in the official submission including our signed Venue Use Agreements.

6. Guarantees

All core guarantees have been signed by respective authorities and are included in the submission package.