

WHAT WE HEARD REPORT

2026 Olympic and Paralympic Winter Games bid engagement program

Report on the engagement program and what we heard to help City Council understand why Calgarians think Calgary should or should not host the Games in 2026.

November 5, 2018



Acknowledgement

The City of Calgary acknowledges its presence within the traditional territories of the Treaty 7 First Nations, including the Blackfoot Confederacy Nations of Siksika, Piikani, and Kainai, Tsuut'ina Nation, and the Stoney Nakoda Nations of Bearspaw, Chiniki and Wesley.

The City of Calgary is also part of the Métis Homeland and is located in the Métis Nation of Alberta Region 3.

The City of Calgary acknowledges the significant contributions made by Indigenous peoples - past, present, and future - to Calgary's growth and prosperity, including the tens of thousands of Indigenous peoples from across North America who make Calgary and the region their home.

About this report

This report has been prepared by Context Research Ltd, reporting to the Council-appointed Engagement Advisory Sub-Committee, and supported by the City Secretariat and The City's Customer Service and Communications Business Unit.

Context Research Ltd (Context) is a public engagement and communications firm working with public and not-for-profit organizations across Canada, particularly in the west and north. The firm specializes in drawing people into conversations about their communities and our reporting practices are based on the principles of transparency, accountability, evidence and neutrality. Context has worked with The City of Calgary since 2013.

This report outlines the engagement process and documents the recurring themes the project team heard throughout the 2026 Olympic and Paralympic Winter Games engagement program.

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Executive summary

As part of its process in considering whether or not to submit a bid, City Council launched the 2026 Olympic and Paralympic Winter Games (the Games) bid engagement program with the objectives to: *inform and educate the public about the bid process; seek public input into whether or not Calgary should submit a bid; and, identify issues, concerns and opportunities of a potential bid.* This report outlines the engagement process and the recurring themes heard throughout the engagement program from residents who elected to participate.

The engagement program, from initiation to close, spanned eight weeks. The project team interacted with approximately 30,000 residents and received input from over 7,770 participants through four weeks of online engagement, six open houses and 13 pop-up events, and a workshop with non-profit, public and private sector and organization leaders. The project team also ran a parallel Indigenous engagement stream to reach Treaty 7 First Nations and the Métis Nation of Alberta Region 3. The team's communication program was viewed more than 5.5 million times using traditional and digital promotions to invite Calgarians to participate in the online and in-person engagement.

Broadly, participants told the project team that the cost and financial and economic implications of hosting the Games pose the largest risks and concerns. Nearly 85% of participants' themed comments spoke to:

- Costs being too high
- Cost projections being questionable
- Financial risks and consequences being too great
- Funds that should be used for other priorities
- Benefits not being worth the cost

At the same time, the project team also heard from participants about a number of benefits and opportunities of hosting the Games including:

- Economic growth, diversification and job creation
- Community pride, spirit and culture
- Creating a positive legacy and reputation
- Boosting tourism

The engagement program's findings and the non-binding vote results, in addition to other analyses including Calgary 2026's Draft Hosting Plan Concept, are intended to inform City Council's decision of whether or not to submit a bid.

The engagement program facilitated a broader conversation about what Calgarians want from their city and what they want their city to be. Moving forward, this process will not only help City Council's decision regarding the Games, but could also help foster discussion and guide other Council-led initiatives based on what participating Calgarians said they wanted for Calgary's future.



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Part 1: Project overview

Hosting an Olympic and Paralympic Games has the potential to either help or hinder a city's future. That's why City Council committed to undertaking a comprehensive engagement program to determine whether Calgarians feel their city should host the Games in 2026.

The idea began in 2016 when the Calgary Sport Tourism Authority (CSTA) recommended The City of Calgary (The City) explore a bid to host the 2026 Olympic and Paralympic Winter Games. It saw the Games as potentially aligning with The City's long-term goals around economic opportunity, sport development, social development and cultural enrichment.

As a result, City Council funded the Calgary Bid Exploration Committee (CBEC) to determine whether a bid would be feasible. After considering CBEC's work, The City of Calgary, Province of Alberta and Government of Canada funded a Bid Corporation called Calgary 2026.

Calgary 2026 then developed and presented its Draft Hosting Plan Concept (draft hosting plan) to City Council in September 2018. The draft hosting plan is a proposed approach that includes projected costs, infrastructure required and potential legacy impacts for Calgary to host the Games.

As part of its process in considering whether or not to submit a bid, City Council wanted to engage with Calgarians to understand why they think Calgary should or should not host the Games.

The engagement program was designed to achieve the following objectives:

1. Inform and educate the public about the bid process;
2. Seek public input into whether or not Calgary should submit a bid; and
3. Identify issues, concerns and opportunities of a potential bid, and respond to questions.

Parallel to the process of engaging Calgarians, City Council held direct engagement with leaders and representatives from Indigenous Communities, including Treaty 7 First Nations and the Métis Nation of Alberta Region 3.

This report summarizes the research and engagement activities within the engagement program and Calgarians' views on the important guiding question: *Will hosting the Games help or hinder Calgary's future?*





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Part 2: Engagement overview

The engagement program’s aim was to understand the various reasons why Calgaryans think Calgary should or should not host the Games in 2026.

One of City Council’s priorities for the engagement program was to ensure its transparency, neutrality and accountability to the public. It put into place a volunteer, citizen-led Engagement Advisory Sub-Committee (the Sub-Committee) that hired, oversaw and guided a third-party engagement firm. The engagement program was implemented by a project team consisting of members of the City Secretariat, The City’s Customer Service and Communications Business Unit and the third-party engagement firm (the project team). Refer to Appendix A for more information about the engagement program’s governance.

What we did

The engagement program’s activities were implemented over approximately eight weeks to reach Calgaryans, interest groups, non-profit, private and public sector leaders, organization leaders and underrepresented groups, including youth and those from diverse ethnic and economic backgrounds. Implemented according to the phased approach described on the following page, the program provided Calgaryans with information and multiple opportunities to contribute feedback on the potential Games bid.

Engagement with Indigenous Communities took place in a separate process, parallel to broader community and stakeholder engagement, due to the government-to-government nature of those conversations. This process, outlined later in this section, also supported ongoing relationship-building between The City of Calgary and Indigenous Communities by ensuring trust and respect for Indigenous protocol and open dialogue.

Refer to Appendix A for more detail on the engagement and communications program activities.





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Phase 1: Analysis and engagement program design

1

September 11-18

Objective:

The purpose of Phase 1 was to identify and design activities and materials that would engage and inform Calgary's citizens in preparation for Vote 2018. The City analyzed Calgary 2026's draft hosting plan, received September 11, to develop the communications and engagement program.

Activities:

The project team analyzed the results of the City-commissioned Citizen Perspectives Survey Report, which identified the specific information Calgarians wanted to know. From this analysis, the team identified five topics of conversation that would structure the information shared in the communications program:



Community: The potential social and cultural impacts that hosting the Games could have on community and Calgarians' well-being. Aspects include affordability, accessibility, arts and culture, and volunteerism.



Venues and facilities: The proposed venues and facilities that would be upgraded or built to host the Games.



Environment: The potential impacts on Calgary's urban and natural environments and how these could be addressed.



Economy: A cost-benefit analysis of the draft hosting plan, which also includes tourism and the overall reputation of Calgary on the world stage.



Costs: The projected costs of the Games, potential funding sources and what they would cover.

These five topics of conversation also shaped the questions asked in the engagement program.

The project team researched the top non-dominant language communities in Calgary to inform the targeted communications and engagement program design, and selected Punjabi, Cantonese (Traditional Chinese) and Tagalog for the program's translation and interpretation.



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Phase 2: Public awareness communications

2

September 19 - October 1

Objective:

The purpose of this phase was to launch the communications program to increase awareness of the engagement program and encourage Calgarians' participation.

Activities:

Communications activities included updating The City of Calgary website and pushing information out through social media platforms about the upcoming engagement process, schedule of in-person events and City Council's decision-making process. A press release, announcing the engagement program launch as well as the dates of in-person engagement opportunities, was distributed at this time.

Phase 3: Communications and engagement program

3

October 2-28

Objective:

The purpose of this phase was to launch the engagement program and hear from a wide cross-section of Calgarians through online and in-person engagement opportunities. Calgarians were provided with balanced information about the draft hosting plan to help inform their input.

Activities:

Phase 3 consisted of launching the integrated communications and engagement program.

Engagement activities

Public engagement took place at in-person events including a series of **six open houses and 13 pop-up events** located throughout the city. The pop-ups were more informal engagement touchpoints that met Calgarians where they work and play. They were located in high-traffic areas like post-secondary institutions, the YMCA and downtown's Plus 15 pedestrian connections to target diverse perspectives. Open house locations were selected to cover the city's geographic areas. Every open house offered interpretation support either in Tagalog, Punjabi, Cantonese, Arabic and/or Spanish based on the community's demographics.

The City also hosted an **online engagement platform** with information and questions that mirrored the in-person engagement to provide a wider reach and opportunity for residents to provide input over a four-week period.

The project team conducted engagement with two types of stakeholders: sector (non-profit, private and public) and organization leaders, and interest groups vested in the Games. The project team held one sector and organization leader workshop, to which they invited 189 organizations representing: arts and culture; business; industry; active modes; civic partners; community; educational; emergency services; environment; interest groups; multicultural; sport; and, social support sectors. Additionally, the multicultural non-profit organization ActionDignity led 101 of its ethnocultural members through **five sessions** using the toolkit and engagement questions to submit input through the online Engage platform.



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The team also conducted **five one-on-one meetings** with interest groups, including those advocating for and against submitting a bid for the Games, and sought their input on specific organizations that should be invited to the stakeholder workshop.

Communications activities

The project team worked with The City to create a toolkit summarizing key information available at in-person events and on the online Engage platform. The toolkits were also available for residents to download and host their own conversations with colleagues, friends and/or family. Key pages within the toolkit were available in Tagalog, Punjabi and Traditional Chinese.

To promote the online and in-person engagement, communications activities included media interviews, a news release, ongoing updates to The City's website and social media accounts and print advertisements in 24 local and regional English language newspapers including Calgary Herald, Metro News and many community association newsletters. Organic social media posts and ads on Facebook and Twitter were seen more than 2.5 million times by Calgarians. Three email updates were sent to residents who signed up for the distribution list through The City's website and the online Engage platform. The City also circulated radio, television and transit advertisements, as well as produced *The Report to Calgarians* video to help inform communities and Calgarians about the engagement program.

Refer to Appendix A for the engagement and communications program overview and materials.

Indigenous engagement program

September 11 - October 28

The City of Calgary values its relationship with Indigenous Communities and continues to look for opportunities to strengthen its relationships. During the Indigenous engagement program, The City sought opportunities to have direct conversations with each of the eight Indigenous Communities present in the region, including the Blackfoot Confederacy Nations of Siksika, Kainai and Piikani, Tsuut'ina Nation, the Stoney Nations of Chiniki, Bearspaw and Wesley, and the Métis Nation of Alberta Region 3.

The purpose of the Indigenous Community engagement was to understand their perspectives on The City's consideration of whether or not to bid to host the Games, including the opportunities and challenges that may result. The engagement was also focused on understanding Indigenous Communities' views on what their involvement, and that of Indigenous peoples more broadly could look like, should The City pursue a bid to host The Games.

The Indigenous Community engagement was executed in three key stages:

Stage 1: Introductory communications and invitations

Introductory letters were sent to all Treaty 7 Nations and the Métis Nation of Alberta Region 3. The letters invited Indigenous Community representatives to meet with City Officials to share thoughts, concerns, and opportunities and to lay the foundation for strong dialogue should The City proceed with a bid.



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Stage 2: Meeting coordination and co-creation of meeting agendas

The City and an Indigenous engagement consultant team coordinated meetings with elected officials and staff from the Indigenous Communities and affiliated organizations, such as the Treaty 7 Chiefs' Association. The Indigenous engagement consultant worked with representatives from The City, Indigenous Communities and affiliated organizations to co-create meeting agendas to ensure that the topics covered reflected all parties' interests and needs. The City also worked with Indigenous Communities to ensure that appropriate cultural protocol was followed during meetings.

Stage 3: The City and Indigenous Community meetings

The City of Calgary hosted three meetings with Treaty 7 Nations and the Métis Nation of Alberta Region 3. Where requested, follow-up meetings with individual Indigenous Communities were scheduled to allow for continued knowledge sharing and dialogue on a variety of topics both related to and distinct from The Games. Themes from the three meetings held through October 23, 2018 are provided in this report, however additional meetings may have been held by the time of publication.

The Indigenous engagement program overview and materials can be found in Appendix A.



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Part 3: What we asked

The engagement program was guided by the question: *Will hosting the Games help or hinder Calgary's future?*

Engagement questions were grouped into three parts.

Part 1: What are Calgarians' views?

The following two questions were designed to gather the views of a broad range of Calgarians and give City Council a better understanding of the reasons why citizens are in support or in opposition of the potential bid.

Q: I want The City of Calgary to submit a bid to host the 2026 Olympic and Paralympic Winter Games.

Select one: Strongly agree, agree, I don't have an opinion, Disagree, Strongly disagree, I am undecided

Q: What do you see as the top benefit or risk from Calgary hosting the Games?

We're interested in understanding why you think our city should or should not submit a bid for the Games, including reasons that are missed from the five topics of conversation. Please summarize your top reason here.

The participant responses to these questions were displayed publicly and in real-time, supporting the project team and The City's stance of neutrality and transparency.

Part 2: What's important to Calgarians?

This part was designed to help City Council hear Calgarians' comments and concerns grouped in the topics *Community, Venues and Facilities, Environment, Economy and Costs*. The project team sought input into which topics were most important in considering whether or not to submit a bid and whether the impact of the Games would help or hinder Calgary's future.

Q: When it comes to Calgary hosting the Games, what is important to you?

Please rank how important you feel each topic should be in The City's consideration of whether or not to submit a bid: Community, Venues and Facilities, Environment, Economy, and Costs.

Q: COMMUNITY: Do you think the potential cultural and social impacts of the Games would help or hinder Calgary's future? Why or why not?

Q: VENUES + FACILITIES: Do you think the proposed upgraded or new venues and facilities for the Games would help or hinder Calgary's future? Why or why not?

Q: ENVIRONMENT: Do you think the potential environmental impacts from the Games would help or hinder Calgary's future? Why or why not?

Q: ECONOMY: Do you think the potential economic impact of the Games would help or hinder Calgary's future? Why or why not?

Q: COST: Do you view the long-term impacts of the Games as being worth the cost? Why or why not?



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Part 3: Who is participating?

This final set of questions was designed to understand participants' backgrounds to gauge how representative the responses were of Calgarians' diverse experiences and perspectives. Questions were optional and based on participants' preference to self-identify. The demographic questions were:

Q: Where do you live?

Select one: Northeast, Southeast, Southwest, Northwest, Canmore, Treaty 7 First Nation, Canmore, Prefer not to share, Other (please specify)

Q: How long have you lived in Calgary or neighbouring areas?

Select one: 0-5 yrs, 6-10 yrs, 11-20 yrs, 20+ yrs

Q: Do you want to call Calgary home for the next 10 years?

Select one: Yes, Unsure, No

Q: What is your age?

Select one: Range of ages based on The City's demographic research

Q: What is your household income?

This information helps to ensure we're hearing from a representative range of participants. Select one: Range of income levels based on The City's demographic research

Q: Do you have children under 18 years old in your household?

Select one: Yes, No, Prefer not to answer

Q: To help The City understand the views represented in this engagement program and target outreach efforts, we ask for the following information.

I self-identify as:

Select all that apply: A woman, a man, a member of the LGBTQ2S community, an Indigenous person (First Nation (status, non-status), Métis or Inuit), a person of colour referred also as a visible minority, a recent immigrant (within last 3 years), a person with physical or non-visible disabilities, Prefer not to share, Other (please specify)

Questions were designed to allow participants to both provide input quickly through closed-ended and multiple choice questions and have the choice to provide longer answers. This set of questions was posed both on the online Engage platform and via paper feedback forms and activity stations at the public open houses. An abridged version with Parts 1 and 3 was gathered at the pop-up events.





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Methodology

The project team reviewed all verbatim responses to analyze for findings as well as data integrity.

To identify suspicious activity in the data, the team grouped repeating IP addresses and analyzed the responses within these groups for meeting one or many of the following criteria: consistent or similar language used; duplicate responses; several responses within close time stamps of their submissions; and sentiment. The project team reviewed these responses manually and cautiously to identify patterns of deliberate misuse, as there are legitimate reasons for repeating IP addresses, such as several respondents using the same tablets at an open house or pop-up event, or participating from the same location (like a library or office). Based on the criteria above, the team removed duplicate comments or omitted suspect responses from the dataset. Additionally, the project team leveraged The Hive’s moderation function, a security screen that submits duplicate, profane and/or suspicious comments for approval or rejection.

To analyze the data for summary in the ‘What we heard’ section, the project team reviewed all comments received from the online and in-person engagement. The team categorized the comments into themes, revised and refined the themes over two rounds and logged the number of verbatim comments that fell within these themes. Comments often fell into more than one theme. Refer to Appendix A for data integrity and analysis methodology.

Key findings emerging from the Indigenous and stakeholder engagement programs were analyzed separately to identify key themes, interests and experiences unique to each of these groups.



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Part 4: What we heard

The project team gathered input from more than 7,770 Calgarians through the online and in-person engagement activities. This section outlines what the project team and The City heard from the public, stakeholders and Indigenous Communities.

Who did we reach and hear from?

The following chart shows the participation in the engagement program's activities and the estimated number of people reached through some of the communications program's promotional efforts.



Public online engagement

- **27,454** visitors came to the online Engage portal and **more than 7,200** participants provided responses to the online engagement (**97%** identified as Calgary residents)

Public in-person engagement

- **819** Calgarians came and completed **216** feedback forms over **six** public open houses located at Dalhousie Community Centre, Hotel Blackfoot, Cardel, Killarney/Glengarry Community Association, Genesis Centre and Calgary Marlborough Community Association
- **1,067** Calgarians came and completed **320** surveys over **13 pop-ups** located at University of Calgary, Bow Valley College, Flames Game, Stampeders Game, Southern Alberta Institute of Technology, Mount Royal University, YMCA - Quarry Park, YMCA - Rocky Ridge, three at Downtown Plus 15 pedestrian crossing, Chinook C-Train and Kahanoff Building

Indigenous engagement

- Indigenous engagement meetings took place with representatives from the following Indigenous Communities and affiliated organizations: Siksika Nation, Piikani Nation, Tsuut'ina Nation, Wesley Nation, Bearspaw Nation, Chiniki Nation, Treaty 7 Chiefs' Association, Stoney Nakoda - Tsuut'ina Tribal Council (the G4), and the Métis Nation of Alberta Region 3. Additional meetings were sought with Kainai Nation and the Métis Calgary Local 87, but had not been held at the time of publication

Targeted outreach

- **101** ethnocultural community members attended community conversations guided by the toolkit
- **241** toolkits were distributed to ActionDignity members and stakeholders

Stakeholder engagement

- **Five** one-on-one meetings took place with interest groups
- **One** workshop was held with leaders from public, private and non-profit sector and community organizations

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Communications reach

Digital promotions included:

- **10,658** visitors came to the online Engage platform from Twitter and Facebook
- **11,321** visitors came to the online Engage platform from search engine queries, and referrals from websites and online media
- **1,385,145** impressions were generated from digital banner ads

Traditional promotions

- Radio: **2,261,400** impressions
- Print: **808,200** combined impressions in newspapers and community association newsletters
- Transit TV ads: **4,656,536** impressions

Email distribution list

762 citizens signed up for the project distribution list through the calgary.ca website, online Engage portal and at open houses



Refer to Appendix A for more detail on the engagement and communications program activities. Refer to Appendix B for detailed information on the engagement program participation, including a demographic breakdown.





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A. Themes from public engagement

The project team received more than 22,500 total responses through the online Engage platform, the pop-up events and open houses over the engagement program. Refer to Appendix C regarding comments received from the public.

Level of support

From more than 7,700 responses to the statement *I want The City of Calgary to submit a bid to host the 2026 Olympic and Paralympic Winter Games*, the most responses expressed a strong disagreement with The City submitting a bid.



Note: The level of support breakdown is not fully representative of Calgarians. It represents those members of the public who elected to participate online or in person. The demographic breakdown of public participants can be found in Appendix B.

Benefits and risks of hosting the Games

The project team asked Calgarians to share their thoughts on the question *What do you see as the top benefit or risk from Calgary hosting the Games?* Participants provided more than 8,100 responses to this question.

The following charts illustrate the themes and the number of supporting comments are visualized by the size of bubbles. Some 16% of themes were related to the potential benefits of the Games, while 84% of themes were related to the risks.

Perceived benefits of hosting the Games

The identified benefits of hosting the Games speak mostly to topics around *Economy, Community and Venues and Facilities*.

Benefits of hosting the Games	
Themes (percentage of total comments)	Examples of recurring verbatim comments
<p>Improving public spaces, infrastructure, venues and facilities</p> <p>6.5%</p>	<ul style="list-style-type: none"> • "Legacy amenities, facilities and programs to support active living" • "Benefits are all the infrastructure" • "Much needed funding for infrastructure, including arenas and public spaces, and athlete housing that can later become low-income housing" • "Gaining new infrastructure to replace outdated arenas and field houses are essential for the vitality of Calgary." • "The Athlete's Village will leave a good stock of affordable housing behind"

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<p>Economic growth, diversification and job creation</p> <p>5.1%</p>	<ul style="list-style-type: none"> • “The financial plan is excellent with plenty of contingency, the refurbishment of existing facilities will benefit the local economy. Jobs!” • “Financial gain for businesses” • “I think this is an exciting opportunity that will invigorate Calgary while creating jobs” • “Continues our economic diversification” • “Top benefit increased tourism, oil is never coming back the way it was, we need to support other industry or perish” • “Opportunity for new investments” • “Positive step for the city, leverages local money for federal investments”
<p>Community pride, spirit and culture</p> <p>4.0%</p>	<ul style="list-style-type: none"> • “This will be a transformative city shaping project that will have a lasting legacy for decades to come” • “We are a volunteer driven City fueled with community pride. The games will further enhance that!” • “Great for morale of the city. Inspires attitude of volunteerism that flows to other organizations” • “Once in a lifetime opportunity to inspire our youth and showcase our city to the world. We need it now more than ever” • “The Spirit of the Olympics instills community pride” • “Increase in community spirit” • “The 1988 Olympics brought Calgary together as a city - I'd like to see that again” • “It will help us out of this economic slump... improve civic pride”
<p>Positive legacy and reputation</p> <p>3.7%</p>	<ul style="list-style-type: none"> • “Olympic legacy leading to long-term benefits” • “Showcasing our city and building infrastructure Calgarians can enjoy for generations to come!” • “The ability to continue to be a leader & destination for sport & events” • “If we don't go for it we are admitting we are too small and not a world class city” • “Put our city on the map again...” • “Rehabilitate previous facilities, which will leave a lasting legacy in Calgary. This helps promote Calgary's global image” • “Build on the legacy from 88 & bring Calgary back to a world stage”
<p>Boost to tourism</p> <p>2.3%</p>	<ul style="list-style-type: none"> • “Top benefit increased tourism, oil is never coming back the way it was, we need to support other industry or perish” • “It would be amazing for Calgary - tourism dollars” • “Gets Calgary back on the map for tourism”

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<p style="text-align: center;">Athlete and sport development</p> <p style="text-align: center;">●</p> <p style="text-align: center;">1.3%</p>	<ul style="list-style-type: none"> • <i>“Support the athletes of the future!”</i> • <i>“Infrastructure created in previous Olympics allows athletes to train in a competitive environment, now they need improvement”</i> • <i>“The investment in sport for the city. From infrastructure upgrades to enhancements in coach education. The afterglow for the NextGen is huge”</i> • <i>“Calgary needs to maintain its status as a winter sports city”</i> • <i>“Improvements to well used (and a little outdated) athlete training centers”</i>
<p style="text-align: center;">Leveraging funding from other orders of government, IOC</p> <p style="text-align: center;">●</p> <p style="text-align: center;">0.8%</p>	<ul style="list-style-type: none"> • <i>“Legacy in the form of needed infrastructure support by federal and provincial gov’t”</i> • <i>“Times are economically tough. Let’s revitalize the construction, tourism and hospitality industries with \$s from local, Prov & Feds!”</i> • <i>“Venue upgrades, infrastructure and affordable housing all with help being paid for, by the province and country is a huge win for Calgary”</i>
<p style="text-align: center;">Worth the costs</p> <p style="text-align: center;">●</p> <p style="text-align: center;">0.6%</p>	<ul style="list-style-type: none"> • <i>“Calgarians are smart enough to figure out how to host the games, get new facilities and not bankrupt the city, just like in 1988”</i> • <i>“1988 facilities really helped my kids, will promote city and bring new facilities for next generation. Cost isn’t everything”</i> • <i>“We are going to need to invest money in something if we want to move beyond our Oil & Gas reliance. This is a step in right direction”</i> • <i>“Worthwhile to bid on the games as long as costs are strictly kept under control or shared”</i>



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Perceived risks of hosting the Games

The top risks identified by participants related to the topics of *Cost, Economy and Venues and Facilities*, the preference for funding to be spent on other priorities, and lack of trust in government and the International Olympic Committee.

Risks of hosting the Games	
Themes (percentage of total comments)	Examples of recurring verbatim comments
<p>Costs are too high</p> <p>20.8%</p>	<ul style="list-style-type: none"> • <i>"The cost is too high, and we all know that not all of the costs have even been included at this point"</i> • <i>"Cost overruns in a time when our economy has not improved. I still know a lot of people hurting from the oil layoffs"</i> • <i>"Cost. The Olympics have a strong history of costing way, way more than projected. This City needs to take care of itself first and foremost"</i> • <i>"Cost escalation risk is high given the record of past Olympics"</i> • <i>"This is not the time economically for our city to host the Games. We need to recover from the recession before considering such spending"</i> • <i>"Waste of tax money"</i>
<p>Cost projections are questionable</p> <p>17.1%</p>	<ul style="list-style-type: none"> • <i>"Unreliable cost projections. I don't feel city hall has been completely transparent with their projections"</i> • <i>"Cost projections are often misconstrued and have already shown to be inaccurate"</i> • <i>"The 'benefits' are overstated, wishful outcomes that do not agree with study of the past"</i>
<p>Financial risks and consequences are too great</p> <p>16.9%</p>	<ul style="list-style-type: none"> • <i>"This is a huge and very risky expense with no guarantees of success or longer-term benefits"</i> • <i>"\$5.X B expenditure with less than 0.5% contingency is unheard of in any industry"</i> • <i>"The financial risks are too big. The idea of the Olympics is great but in practice is not"</i> • <i>"We are in an unstable economy and so the risks outweigh the benefits"</i> • <i>"Burdening future generations with upkeep of facilities that benefit only a minority of Calgarians"</i> • <i>"This event will not turn a profit and will burden the taxpayers of Calgary and Canada for decades to come"</i>

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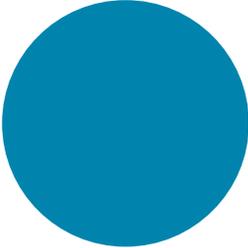
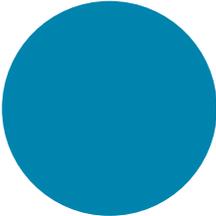
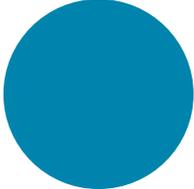
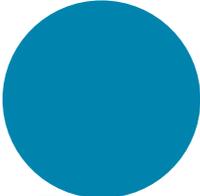
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<p>Funds should be used for other priorities</p>  <p>16.2%</p>	<ul style="list-style-type: none"> • <i>“The cost is too high and Calgary has many higher priorities that could be spent on”</i> • <i>“Money should be used for snow clearing equipment and infrastructure”</i> • <i>“We pay very high taxes already and we don’t have a proper transportation system in place”</i> • <i>“Spend money on education, infrastructure, homeless shelters”</i> • <i>“We need to prioritize direct investment in municipal services, our communities and economy”</i> • <i>“Focus on controlling rising costs instead”</i>
<p>Benefits are not worth the cost</p>  <p>13.6%</p>	<ul style="list-style-type: none"> • <i>“I don’t see enough long-term benefits for our city. If we’re paying that much we need to have more infrastructure left behind”</i> • <i>“Infrastructure, this can be funded for less over time without the overhead costs of hosting any games”</i> • <i>“The economic benefits are dubious”</i> • <i>“Calgary City Council has fallen short of demonstrating the economic benefits of hosting the game”</i> • <i>“The fame/tourism will not last”</i>
<p>Negative impact on taxes</p>  <p>12.5%</p>	<ul style="list-style-type: none"> • <i>“Personally I can not afford an increase in taxes to fund these games”</i> • <i>“As property tax payer, I will not be able to afford to live in my home when I have to pay for the Olympics”</i> • <i>“Taxes are already too high, and we are going to be stuck with paying even more after the Olympics”</i> • <i>“Costs not covered by external funding will be borne by taxpayers”</i>
<p>Uncertainty around cost-sharing, funding source and dollar amount</p>  <p>12.3%</p>	<ul style="list-style-type: none"> • <i>“Reckless to have let things get this far with no full financial picture”</i> • <i>“Not enough contribution from other levels of government.”</i> • <i>“Our economy is too fragile; all levels of government are running deficits”</i> • <i>“The money offered from the federal and provincial governments is not enough. It will hit the pockets of Calgarians!”</i> • <i>“I am unable to make a fully informed decision until I know where the public funds would come from”</i> • <i>“BC should not benefit if it’s not paying in as well”</i>

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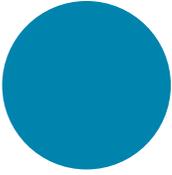
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<p>Lack of trust in City Council</p>  <p>10.7%</p>	<ul style="list-style-type: none"> • “Council has yet to release a proper budget that includes expected risks and overruns leaving citizens uninformed” • “Council is not being transparent. I can’t trust them with the immense costs if they can’t even be honest with us”
<p>Lack of trust in the International Olympic Committee (IOC)</p>  <p>6.7%</p>	<ul style="list-style-type: none"> • “I feel that the IOC is corrupt and we shouldn’t be supporting an organization that has a history of costing cities large sums of money” • “Taxpayers pay \$billions in costs and assume all the risk while the IOC pockets the \$billions in TV revenues”
<p>Few will benefit but all will pay</p>  <p>4.5%</p>	<ul style="list-style-type: none"> • “With the economy, the money is better spent on lasting infrastructure that benefits everyone, not just people who can afford to attend games” • “Calgary taxpayers can’t afford to throw a lavish vanity party for a bunch of elites”
<p>The draft hosting plan proposes insufficient sports infrastructure</p>  <p>3.4%</p>	<ul style="list-style-type: none"> • “If a new arena for the Flames isn’t included I’m not interested in a bid for the Olympics” • “I will only support it if a new NHL arena, new Stampeders’ field house AND/OR LRT to airport gets built”
<p>The draft hosting plan proposes insufficient infrastructure</p>  <p>2.5%</p>	<ul style="list-style-type: none"> • “Increased taxes to residents with no additional day-to-day gain in public services or infrastructure.” • “Cost is too high for little long-term legacy benefits. Vancouver got major upgrades to the Sea2Sky, Whistler infrastructure, transit, airport” • “Lots of costs but no left over infrastructure”
<p>Security threats and the high cost of appropriate security measures</p>  <p>2.4%</p>	<ul style="list-style-type: none"> • “VERY concerned about the costs of security in 2026 dollars. We aren’t living in the same safer world as the last Calgary Olympics” • “Lack of security funding, and extreme lack of willingness to anticipate more for security going over budget” • “The terrorism threat is too high”



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<p>The draft hosting plan proposes insufficient transportation investment</p>  <p>2.1%</p>	<ul style="list-style-type: none"> • “No new LRT, nothing that is currently an infrastructure priority for our city. How is this worth \$3 billion to us?” • “No plans to upgrade public transportation faster (aka trains to airport!)”
<p>Insufficient volunteer base</p>  <p>1.6%</p>	<ul style="list-style-type: none"> • “You’ll never get enough volunteers for this one” • “People are projecting success based on the 88 games. Times are different. Volunteerism is not what it was in 1988, could be a challenge”
<p>Involving other regions in BC or Alberta is problematic</p>  <p>1.1%</p>	<ul style="list-style-type: none"> • “Calgary’s bid but events being hosted in multiple locations, including BC/Whistler” • “Why are we using Whistler? Can’t it be all in Alberta? BC should not benefit if it’s not paying in as well” • “Sharing with other cities takes away even the few benefits that come with tourism”
<p>Negative legacy or reputation for Calgary</p>  <p>0.7%</p>	<ul style="list-style-type: none"> • “McMahon stadium for open/closing ceremonies? Great image, highlighting our antiquated public facilities to the world” • “These games never have a positive effect on the cities that host them. Look at Rio, Sochi, Beijing”

Overall, participants were more vocal about potential risks and provided a higher number and wider variety of comments focused on risks than benefits. Cost sharing allocations were not available during the public engagement program.

Potential effects and impacts of hosting the Games

The project team asked participants *When it comes to Calgary hosting the Games, what is important to you?* by asking them to rank topics of conversation in order of what was most important for City Council to consider. Responses revealed *Costs* as the most important topic, followed by *Economy, Venues and Facilities, Community* and *Environment* (in descending order of importance).

The project team did a deeper dive into our five topics of conversation through a series of longform questions that gathered Calgaryans’ views on both the potential effects of and impacts from hosting the Games and whether hosting the Games would help or hinder Calgary’s future. Please refer to Appendix C regarding all verbatim quotes received.



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Community, social and cultural impacts of the Games



The project team received 2,800 comments in response to the question: *Do you think the potential social and cultural impacts of the Games would help or hinder Calgary's future? Why or why not?*

The charts below provide a summary of the emerging themes, number of supporting comments related to the theme and recurring comments frequently heard about the theme. Some 5% of comments spoke to being uncertain or feeling neutral about how the Games would impact Calgary's community and 3.9% of comments cited the Games not having any community impacts.

Ways the potential community, social and cultural impacts of the Games could help Calgary's future

Themes (comments attributed)	Examples of recurring verbatim comments
Reputation and legacy (200)	<ul style="list-style-type: none"> • "The Games can provide a chance for us to get our groove back and showcase our character and can-do attitude, not just to the world but especially to ourselves" • "Olympics put their host cities on the map and provide influxes of societal and cultural events that normally wouldn't come here" • "I think it would help as it would draw many visitors to the city, and shine a spotlight on Canadian culture"
Community and culture building (191)	<ul style="list-style-type: none"> • "It can only help the cultural side, as there is not much of a cultural scene at the moment. As for the social side, it would depend on the legacy aspects: social housing, carious infrastructure for the city" • "Hosting an Olympics boosts community" • "Games bring the community together and give everyone something to cheer for and be excited about" • "Vancouver 2010 completely changed the way an entire region engages with its indigenous citizens. That's legacy and progress. Let's get on the same path"
Athlete and sport development (118)	<ul style="list-style-type: none"> • "Hosting the Games will benefit the athletes and organizations that support our athletes" • "The 1988 Olympics has made Calgary a hub for Olympic athlete training. Let's build off that!!"
Would help, but not worth the costs (77)	<ul style="list-style-type: none"> • "The games would have an overall positive social and cultural impact to Calgary future. The impact is not worth the costs" • "Help somewhat but not a big enough gain to justify possible costs"
Investment in cultural and sport-related venues and facilities (76)	<ul style="list-style-type: none"> • "More infrastructure for cultural events and raise the profile of Calgary" • "It will help by reminding the world about Calgary and our world class venues"

Some 150 comments simply stated without a reason that the Games would help Calgary's future in terms of community, social and cultural impact.

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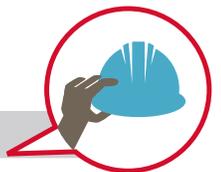
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Ways the potential community, social and cultural impacts of the Games could hinder Calgary's future	
Themes (comments attributed)	Examples of recurring verbatim comments
Impacts on our financial future (802)	<ul style="list-style-type: none"> “It could leave us with massive amounts to pay off when it is done” “One 10 day event will not radically change Calgary's future”
Funds could be used for other priorities (366)	<ul style="list-style-type: none"> “Money spent on the Olympics will displace money that could be spent on other social and cultural facilities” “By the time 2026 comes around it will be surprising if we have any arts or sports groups left in Calgary. All are suffering now with cutbacks” “Too focused sport & recreation activities - Great cities are more diverse need to spend money on transit roads parks arts facilities that benefit everyone not just a few”
Detrimental effects to the community (179)	<ul style="list-style-type: none"> “Hard to say, but with the extremely high cost of hosting the games and the difficult economic situation in Calgary, the community may very well suffer” “Will create divisions within our community”
Few will benefit but all will pay (130)	<ul style="list-style-type: none"> “Benefits skew to middle upper income. Jobs it would create are either short term (construction) or long term minimum wage type jobs (service industry)” “This will not be shared throughout the city. Small areas will receive the vast majority of development”

While many comments provided specific reasons for why the Games would hinder our community, some 498 responses simply relate to there being no social or cultural benefits.



Proposed upgraded and new venues from the Games

The project team received more than 2,900 responses to the question *Do you think the proposed upgraded and new venues and facilities from the Games would help or hinder Calgary's future? Why or why not?*

The charts below provide a summary of the emerging themes, number of supporting comments related to the theme and recurring comments frequently heard about the theme. Around 2.7% of comments were cited as undecided. Additionally, 7% of comments spoke to upgrades to specific venues and the building of new arenas, and the remaining 9% spoke to the need to upgrade facilities without hosting the Games.



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Ways the proposed upgraded and new venues and facilities from the Games could help Calgary's future

Themes (comments attributed)	Examples of recurring verbatim comments
New and upgraded venues and facilities are needed regardless (214)	<ul style="list-style-type: none"> “Many of the facilities and upgrades are needed anyway and the investment will be better if we can do it now, rather than wait” “Calgary is lagging in terms of facilities so this will be a great opportunity to bring the city into the present” “Calgary desperately needs new facilities”
Benefits to sports community (144)	<ul style="list-style-type: none"> “facilities to attract athletes for training and other world-class events” “I feel like giving these facilities the upgrades they need means that the legacy can continue and Calgary can continue to be home to a lot of amazing athletes and venues!!”
Reputation and legacy (99)	<ul style="list-style-type: none"> “Bringing our current facilities up to a world class grade will ensure Calgary is known, worldwide, for world class facilities, jobs, culture and economy” “Elite athletes training here in Calgary since 1988 have added to the vibrancy of our city have been important”
Would be more beneficial with more focus on new facilities (94)	<ul style="list-style-type: none"> “It could help, but it could be much much better if it included more facilities with an eye on long-term sport development for all Olympic sports”
Economic growth and job creation (93)	<ul style="list-style-type: none"> “Young professionals looking to move to a city I think that having access the sporting facilities is a major selling point” “It would help in that it is infrastructure that builds diversity and culture, that provides jobs and citizen engagement and participation for years to come”
Long-term usability (79)	<ul style="list-style-type: none"> “It would preserve our city as a sporting destination. Our proximity to the mountains heavily supports a healthy and active community. We also need a new Olympic plaza for the 21st century” “We need these facilities to set our city apart. They promote healthy living for Calgarians”

Some 200 responses indicated the Games would help Calgary's future in the area of venues and facilities, but did not provide any reason or example.



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Ways the proposed upgraded and new venues and facilities from the Games could hinder Calgary's future

Themes (comments attributed)	Examples of recurring verbatim comments
Costs (556)	<ul style="list-style-type: none"> “Costs do not add any value for the average Calgarian as the average Calgarian will not take in any of the Games due to cost and potential availability of tickets” “It will hurt Calgary if the taxpayer has to pay for them. Let the end users of these facilities pay for them (e.g. the Calgary Flames).” “It would hinder the future of Calgary, as it would cost too much to upgrade or build new venues, when there is a lot of other things in the infrastructure that need fixing”
Long-term financial impacts (408)	<ul style="list-style-type: none"> “While the proposed upgraded and new facilities might help Calgary in the future, the negative economic impact far outweighs those considerations” “These would probably benefit training athletes in the future. However, they will definitely hinder Calgary's future as we will be paying for them for years and I think it will be a tax burden on many people.” “It will help for the future, but is not worth the cost”
Upgrades do not meet the city's needs (344)	<ul style="list-style-type: none"> “No, a refresh of McMahon is a joke. We deserve amazing new facilities” “If you are going to spend money, it should result in infrastructure that lasts. Not bandages” “The only major venue Calgary “needs”/“lacks” is a new arena, which should be 100% funded by the private sector”
Funds could be used for other priorities (248)	<ul style="list-style-type: none"> “I'd much rather see the money spent on transit, environmental initiatives or other projects that help a larger segment of society” “It would prevent upgrades and funding of other facilities that are more highly used. Calgary wants to increase density but does not have the basic infrastructure to do it. The water line in my neighbourhood has breaks every year”
Few will benefit but all will pay (233)	<ul style="list-style-type: none"> “The upgrades benefit such a small percentage of Calgarians, and are not broad enough to be of benefit to the larger population - injecting an enormous amount of money into facilities that are irrelevant to most” “The proposed venues are not in the interest of the majority of calgarians and will only benefit small groups of individuals after the Games” “Past experience shows many of these things are preferentially available to elite athletes and have limited availability to the general public”



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Potential environmental impacts of the Games

Participants were asked *Do you think the potential environmental impacts from the Games would help or hinder Calgary's future? Why or why not?*

The charts below provide a summary of the emerging themes, number of supporting comments related to the theme and recurring comments frequently heard about the theme.

Participants provided a total of 2,479 comments on this question. Some 23% of comments cited being unsure about the environmental impacts or having no opinion, and 11.8% of comments indicated that there would be no environmental impacts.

Ways the potential environmental impacts from the Games could help Calgary's future

Themes (comments attributed)	Examples of recurring verbatim comments
Calgary has the ability to mitigate negative impacts (194)	<ul style="list-style-type: none"> • "Games can be done well, with the environment in mind" • "Calgary would be able to sustain the influx of visitors and development- the mountain regions would have to be carefully developed in order to minimize impacts" • "Calgarians are generally environmentally mindful"
Opportunity to demonstrate environmental leadership (121)	<ul style="list-style-type: none"> • "The games being hosted in a city with strong environmentalism with interest in green energy and lifestyles will lead to have a greater chance to see a more environmentally healthy olympic and paralympic games" • "It could be a great opportunity to promote plastic-free, recycling and composting"
Foster a positive environmental reputation (41)	<ul style="list-style-type: none"> • "They would help by showing Calgary off as the number one cleanest city on the World. There is no better place to host the winter Olympics." • "Chance to reposition our reputation as a greener player"

A number of comments (100) indicated a feeling the Games would help Calgary in terms of *Environment*, but did not provide any reasons.



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Ways the potential environmental impacts from the Games could hinder Calgary's future	
Themes (comments attributed)	Examples of recurring verbatim comments
Will increase environmental footprint (287)	<ul style="list-style-type: none"> • <i>"Flying and driving between venues has a huge carbon footprint"</i> • <i>"Having thousands of visitors will create tons of waste"</i>
Construction will impact environment (177)	<ul style="list-style-type: none"> • <i>"A bunch of unnecessary, quickly planned construction"</i> • <i>"There would be no benefit and only an environmental impact if new facilities were installed where nothing had been previously"</i>
Costs and long-term financial impact (167)	<ul style="list-style-type: none"> • <i>"One 10 day event will not radically change Calgary's future. Do not spend on an event which has been shown to cause massive debt"</i> • <i>"The Games would be a big drain on any environmental budget for years to come, just to be sustainable"</i>
Travel and transportation will impact environment (159)	<ul style="list-style-type: none"> • <i>"What part of flying to whistler for events is good for the environment?"</i> • <i>"Increased traffic, increased congestion"</i>
Will create significant waste (158)	<ul style="list-style-type: none"> • <i>"Building things we don't need for pure entertainment is wasteful"</i> • <i>"Hosting a large-scale event like the Games may harm the environment, given the increased air and land travel, as well as all the waste that will be produced during the event"</i>
Funds could be used for other priorities (106)	<ul style="list-style-type: none"> • <i>"Put Olympic money into more LRT, that would positively impact the environment"</i>

A number of comments (402) indicated a feeling the Games would hinder Calgary in terms of *Environment*, but did not provide any reasons.





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Potential economic impacts of the Games

The project team asked *Do you think the potential economic impact of the Games would help or hinder Calgary's future? Why or why not?*

The charts below provide a summary of the emerging themes, number of supporting comments related to the theme and recurring comments frequently heard about the theme.

Participants provided a total of 3,023 comments on this question. Some 2.2% of comments cited being unsure about the economic impacts or having no opinion.

Ways the potential economic impacts from the Games could help Calgary's future

Themes (comments attributed)	Examples of recurring verbatim comments
Long-term economic gains (284)	<ul style="list-style-type: none"> • "Long term this will be a major help to the city" • "It would help. The '88 Games left a lasting impact on our city and brought us out of economic hardship." • "Beneficial to our future if costs can be kept in line" • "If the Games are well managed and the financial accounting is transparent the economic impact should be positive"
Boost to tourism (201)	<ul style="list-style-type: none"> • "Definitely help. Jobs, tourism, costs to Calgarians would be largely funded by Province, Federal and IOC" • "Help. Tourism would jump and it would increase our world exposure"
Job creation (107)	<ul style="list-style-type: none"> • "I think this will be a big contribution to jobs not just for the execution of the games but lasting in the future through legacy initiatives" • "Help - the focus on Calgary will reflect the best of the city and surrounding area. Will definitely attract business as well as job creation"
Economic gains from private investment (44)	<ul style="list-style-type: none"> • "Right now we continue to feel that our economy is sluggish, hosting the games will generate new business opportunities and bring new interest in our city by investors and those looking for a viable location to develop their business" • "The Games will bring new jobs, tourism, brand-building for our City and through the Games we can "get our swagger back". Not to mention the over \$2 billion of investment from private sources and public monies Calgary would not otherwise receive"
Economic diversification (44)	<ul style="list-style-type: none"> • "It will put Calgary on the world stage again and could help attract investment and diversify our economy"

Some 169 comments felt the Games would generally help the city's economic climate, but did not provide details as to why or in what way.

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Ways the potential economic impacts from the Games could hinder Calgary's future

Themes (comments attributed)	Examples of recurring verbatim comments
Long-term financial impact (995)	<ul style="list-style-type: none"> • "I am concerned about the costs of the Games and whether or not the City will go into debt from them" • "Hinder, we are in a recession, focus on keeping costs down for citizens" • "Cost have show to be a burden, requiring many years to recover" • "We will spend far more money than we will ever make back" • "A short term economic boost from construction and tourism will not offset the debt we will unload on the future of Calgary"
Costs outweigh economic gains (721)	<ul style="list-style-type: none"> • "There may be an immediate influx of cash as observers/ticket buyers use hotels/restaurants/taxis but the long term costs and expenses of the Games has me extremely concerned. We're mortgaging our post 2026 futures for a short burst of cash from others. Not worth the risk" • "This will be over budget with no economic benefit and will cost taxpayers billions" • The costs would by far outweigh any short term or long term benefits. The "visibility" benefit is short lived and greatly exaggerated as with the infrastructure benefits"
Funds will be taken away from other priorities (324)	<ul style="list-style-type: none"> • "The money could be better spent elsewhere, including our roads, snow removal, landscaping in the summer, more recreational facilities for people who actually live in the city, and increased funding for Calgary Transit" • "Spend taxpayers money on childcare - overcrowded and unaffordable day cares , health care, youth development, education skill building programs roads infrastructures new industry"
Few will benefit but all will pay (232)	<ul style="list-style-type: none"> • "It will help a small portion of Calgary" • "Not enough Calgarians would benefit"
Costs will be higher than projected (219)	<ul style="list-style-type: none"> • "The overwhelming preponderance of evidence is clear that modern Olympics leave social and economic deficits behind for host city taxpayers to pay for. Listen to the voices of independent economists, who are speaking with considerable consensus about the likelihood that costs will be much greater than currently forecast" • "This is the chief reason for my lack of support. The cost will be substantially higher than we have been told"

Some 237 comments stated 'hinder' without specific reasons or examples, while 116 comments cited participants being undecided. Cost allocation was not known at the time of gathering feedback.



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Perceived long-term value of the Games

Lastly, participants were asked *Do you view the long-term impacts of the Games as being worth the costs? Why or why not?*

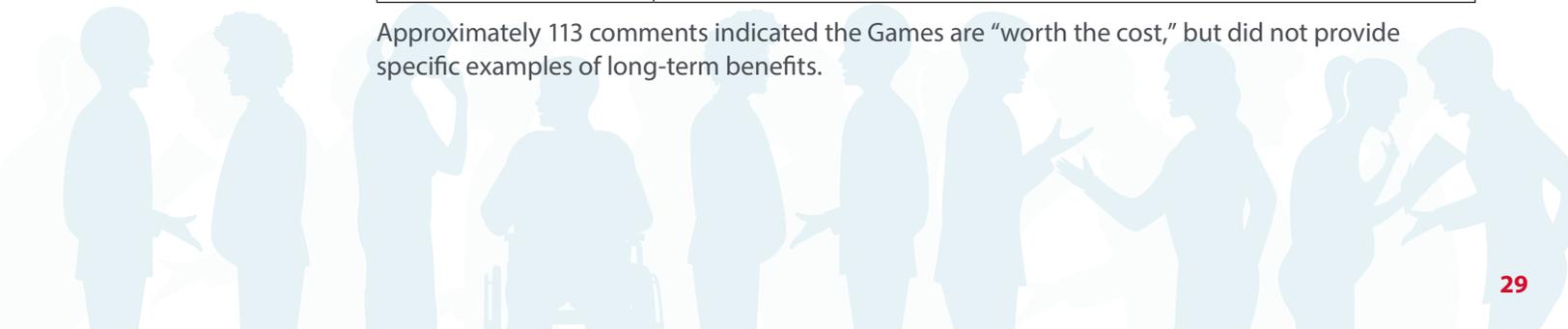
The charts below provide a summary of the emerging themes, number of supporting comments related to the theme and recurring comments frequently heard about the theme.

Participants provided a total of 3,200 comments on this question, with 1% of comments citing being unsure, don't know or neutral, and 2% of comments indicating participants needed more information.

Ways the perceived long-term value of the Games are worth the cost

Themes (comments attributed)	Examples of recurring verbatim comments
Will boost economy (140)	<ul style="list-style-type: none"> • <i>"Yes, it will expose Calgary to the world and attract business"</i> • <i>"Yes it will be worth the costs Calgary needs a big boost as we transition to a post oil economy"</i> • <i>"Need drive the city way from from being solely depend oil and gas"</i>
Long-term benefits are possible but require strict financial management (128)	<ul style="list-style-type: none"> • <i>"Yes it will be worth the cost, providing it is managed as well as the 88 olympics were"</i> • <i>"If Calgary is able to manage the finances as it did in 1988 and how it was managed in the Los Angeles Olympics, the costs will be minimal"</i>
The Games will result in long-term prosperity (96)	<ul style="list-style-type: none"> • <i>"I don't think cost is a problem because Calgary will have a long period of prosperity after the Olympics"</i> • <i>"I think the costs can probably be handled by Calgarians, and the benefits are many for the city"</i> • <i>"Cost should not hinder City Council's decision to approve an Olympic bid"</i>
Calgary will get new facilities that can be used for generations (77)	<ul style="list-style-type: none"> • <i>"Worth it as Calgary is definitely a city that will reuse the venues for public use. We proved that with the other 1988 venues including Winsport (COP), the Olympic Oval and Olympic Plaza"</i> • <i>"The long term facility legacy is important. Need the upgrades to the facilities"</i>
Investing in the Games is worthwhile (74)	<ul style="list-style-type: none"> • <i>"Yes, definitely the Winter Games define Calgary"</i> • <i>"it's an inspiring event for athletes"</i> • <i>"Absolutely worth it. Calgary is a worldwide leader in sport as a legacy of the 88 Games"</i>

Approximately 113 comments indicated the Games are "worth the cost," but did not provide specific examples of long-term benefits.



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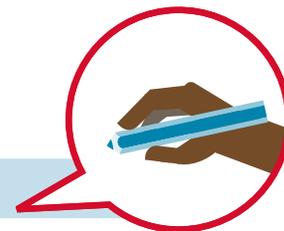
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Ways the perceived long-term value of the Games are not worth the cost

Themes (comments attributed)	Examples of recurring verbatim comments
<p>Will cost too much and leave a financial burden (1266)</p>	<ul style="list-style-type: none"> • “No. Spending money you don’t have is never a good idea especially when you don’t know how much it will cost. Cost estimate went up once already and even the Bid Committee needed more money” • “I hate seeing City after city go into debt for this spectacle. And I am a big fan of sport” • “No. The tax burden is already too high” • “Calgary is in no state to take the risk” • “Absolutely not worth it. Few benefit - average household does not” • “It’s going to take us a long time to repay the cost” • “The long term impacts to the regular working Calgarian, Albertan, or Canadian are not worth the massive costs; whether that cost is money or other socioeconomic impacts”
<p>Costs outweigh benefits (583)</p>	<ul style="list-style-type: none"> • “Games do not provide a lasting economic impact” • “Absolutely not worth it. Few benefit - average household does not” • “I feel lots of nostalgia over the 88 games and I’m happy that athletes continue to train here, but in the current environment, I’m not convinced that there will be significant long term positive impacts”
<p>Investing in other priorities will have a more beneficial impact (455)</p>	<ul style="list-style-type: none"> • “The infrastructure growth that Calgary needs is not addressed in this proposal. Transportation needs, facilities that match our population are not a part of this” • “Everyone in Council should be thinking about other projects rather than Olympics” • “It is not 1988. We have other serious issues now that were not evident then such as the homeless, opiate use, lack of funding in health care, and proposed tax increases” • “The Games will not make Calgary a World Class City, but spending the money where it is needed will”
<p>Can’t trust City Council and/or IOC to deliver Games on budget (343)</p>	<ul style="list-style-type: none"> • “Poor management by the current leadership on the city finances as they always want to increase taxes for the residents” • “I would love the Olympics but unfortunately the IOC has ruined the ability to host one without incurring unreasonable costs. I cannot support this corrupt organization”

Additionally, about 485 responses stated ‘not worth it’ without further details or specific examples.



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B. Themes from stakeholder engagement

This section summarizes what we heard from meetings with interest groups and a workshop with private, public, non-profit sector and organization leaders.

One-on-one meetings with interest groups

One-on-one meetings were held with five identified interest groups: representatives from Yes Calgary 2026 Society, No Calgary Olympics, Federation of Calgary Communities, Calgary Chamber of Voluntary Organizations and the Calgary Chamber. During the meetings, participants discussed the opportunities, challenges and issues related to *Community, Venues and Facilities, Environment, Economy and Costs*. Refer to Appendix C for the meeting summaries.

From these discussions, the project team heard the following risks and concerns:

- Missing information specifically around costs and risks on communities
- Many assumptions and speculations made in the draft hosting plan around costs, funding, risks and benefits of hosting the Games
- Environmental impacts have not been fully considered
- Lack of transparency regarding information sources
- Engagement program materials appear to be biased (*Note: this point was noted by interest groups both for and against the bid*)

The project team heard the following benefits and opportunities:

- Calgary's reputation
- Hosting the Games could have positive medium and long-term impacts for Calgary

Sector and organization leaders' workshop

One facilitated workshop was held to gain insight into how sector and organization leaders view the potential bid submission. Representatives from the private, public, non-profit sector and the community were invited to attend the workshop along with community organizations and groups. Please refer to Appendix B regarding the invitee list and Appendix C for the workshop summary.

Benefits and risks of hosting the Games

To understand why sector and organization leaders are in favour of or against the bid, participants were asked: *What does your organization see as the top issue or opportunity from Calgary hosting the Games?*

From these discussions, the project team heard the following top issues with the draft hosting plan:

- It is not inclusive of Calgary's multicultural communities
- It does not consider the evolving nature of sports (e.g. Canmore's proposed facilities require more extensive upgrades should they want to attract future biathlon events)
- It is missing key infrastructure that is needed in the city (e.g. light rail transit)



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The project team heard the following themes when discussing opportunities of hosting the Games:

- Showcase Calgary again and rebrand the city and country's identity
- Continue Calgary's legacy as a top nordic sport site after the Games
- Instill healthy and active living
- Build better regional transportation connections (e.g. Calgary to Canmore)
- Should other cities drop out of the bid process, Calgary should negotiate for greater benefits and capital from the IOC
- Potential for Calgary to turn a profit from broadcasting contracts

The project team also asked participants what they felt was missing from The City's analysis of the draft hosting plan and what information they and their organizations needed, should the Games proceed. From these conversations, the team heard:

- A bid for the Games does not address the broader vision or needs of Calgary's current and future generations of residents
- Culture is lacking from the draft hosting plan
- Questions around the opportunities available for the private sector to invest in the Games and supporting infrastructure





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C. Themes from Indigenous engagement

This section summarizes what the project team heard from engaging seven Indigenous Communities and two affiliated organizations. Indigenous Community engagement was based on the understanding that The City of Calgary values its existing relationships with Indigenous Communities and will continue to seek opportunities to strengthen those relationships within and beyond the context of the Games and the Indigenous engagement program.

Meetings between Indigenous Communities, affiliated organizations and The City of Calgary were structured to allow all parties to share information and explore topics related to the Games and City Council’s decision on whether or not to submit a bid.

From these meetings, a number of important narratives and themes emerged:

Calgary is important to Indigenous Communities

- Indigenous Communities expressed the importance of their government-to-government relationships with Calgary and the role that the Games could play in strengthening those relationships
- Many thousands of Indigenous peoples live and make a living in Calgary. Through the Games, Indigenous Communities see the opportunity for Indigenous peoples to continue to contribute to and benefit from the city’s economic, social and cultural development and prosperity

Indigenous Communities support the Games

- Indigenous Communities who were consulted expressed their support for Calgary to bid to host the Games. This support is based on the ability of the Games to showcase Indigenous culture and athletes on a world stage, build a legacy for Indigenous youth for generations to come and create meaningful partnerships with Government and the International Olympic Committee (among others)

Indigenous Communities value early and meaningful engagement

- Indigenous Communities expressed that they value the dialogue they have had thus far with The City regarding this important decision. They also acknowledged the importance of being involved early in conversations to ensure they have the ability to contribute and participate in the Games as full partners

Indigenous Communities seek a legacy for youth

- Indigenous Communities see the Games as a vehicle through which to build a legacy for all peoples, in particular for disadvantaged youth
- Indigenous Communities also recognize the long legacy of sport and athleticism within Indigenous culture including prominent Indigenous amateur and professional athletes
- Indigenous Communities see the empowerment of Indigenous and disadvantaged youth through new positive role models that reflect and inspire them as one of the possible legacies of the Games



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Indigenous Communities hope to bring people together

- Indigenous Communities are mindful of the barriers and discrimination faced by Indigenous peoples and other groups in Canada and around the world
- Indigenous Communities recognize the unique ability of the Games to bring people together in sport, friendship and peace, and to contribute to overcoming the barriers which exist between peoples; in that respect, they see the Games as an opportunity to deepen Canada's early steps towards reconciliation and showcase it on the world stage

Indigenous Communities look to be full partners

- Indigenous Communities and urban Indigenous peoples have contributed to the economic, social and cultural prosperity of Calgary, Alberta and Canada for generations
- Indigenous Communities look to be full partners in all aspects of the planning and delivery of the Games. This involvement is inclusive of, but not limited to, positions from management through to volunteers, as cultural ambassadors and, importantly, as athletes participating in the Games
- Indigenous Communities also recognize the potential of the Games to contribute to their economic empowerment and the skills development and capacity-building of their members and citizens; they would look forward to the Games as a framework for supporting Indigenous procurement, business development, training and mentorship



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Part 5: Next steps

The engagement feedback and the results of Vote 2018 are intended to inform City Council's consideration of whether The City of Calgary should submit a bid. City Council will continue to review reports from the City Secretariat and its external advisors and will make a final decision in conjunction with the Government of Canada, Government of Alberta, Town of Canmore and Canadian Olympic and Paralympic Committees.

Looking beyond the potential bid, the engagement feedback gathered from this program could also guide Council-led initiatives based on the input and priorities Calgarians said they wanted for their city's future.



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Program overview



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Appendix A: Program overview

This appendix outlines how the engagement program was executed to achieve the Council-approved engagement objectives and governed within the allocated time frame.



Part 1. Communications program

This section contains a summary of the communications activities and tactics to meet the first engagement objective to: *Inform and educate the public about the bid process.*

The engagement program began with the launch of a proactive communications strategy to inform Calgarians about the engagement process and Calgary 2026's Draft Hosting Plan Concept (draft hosting plan) details. Additional communications activities were introduced throughout the program to inform Calgarians about engagement opportunities and activities, promote participation as well as turnout in November's non-binding vote, Vote 2018.

Media relations

The City issued a **news release** to announce the engagement program process and open house dates, as well as hosted a media availability to discuss the launch of the public engagement program. Some 31 media outlets reported on the public engagement program resulting in approximately 142 media articles, which included coverage from the six public open houses.

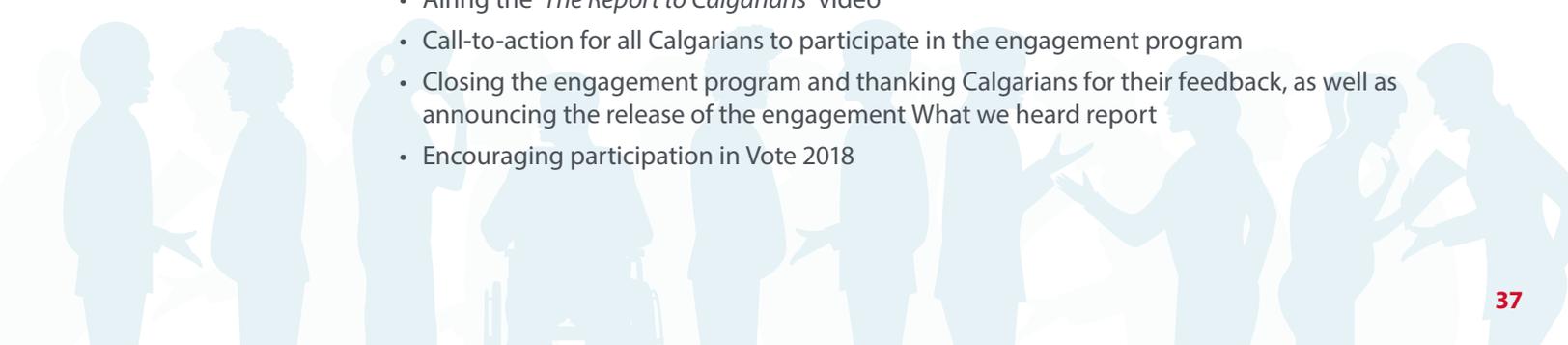
The City regularly develops citizen-focused blog entries to inform Calgarians about updates to the Games bid process. **An update to the blog** was posted at the launch of the engagement program to provide consistent communication with those who have subscribed or follow the platform for updates.

Engagement promotions

The project team worked with The City to promote engagement opportunities through digital channels, such as their Facebook and Twitter accounts, and via traditional channels.

The **digital promotion** included both organic posts as well as a four-week social advertising campaign on Facebook and Twitter. Over the course of the engagement program, a variety of key messages and tactics to reach multiple and diverse audiences including:

- General awareness and promotion of engagement opportunities
- Open house event promotions, which included geo-targeted ads by quadrants of the city
- Community-specific advertisements, through interest and language-based targeting on Facebook and Twitter, were used to reach and encourage feedback from hard-to-reach communities, including urban Indigenous people, Tagalog speakers, Punjabi speakers, Cantonese speakers, and the LGBTQ2S community
- Airing the 'The Report to Calgarians' video
- Call-to-action for all Calgarians to participate in the engagement program
- Closing the engagement program and thanking Calgarians for their feedback, as well as announcing the release of the engagement What we heard report
- Encouraging participation in Vote 2018



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The **Report to Calgarians video** was also featured on a series of prominent news and business-themed websites, and shown at seven Cineplex theatres to reach the captive movie-going audience. The video was also aired on television on CBC, CTV, and OMNI, reaching Cantonese-, Hindi-, Mandarin-, and Punjabi-speaking communities.

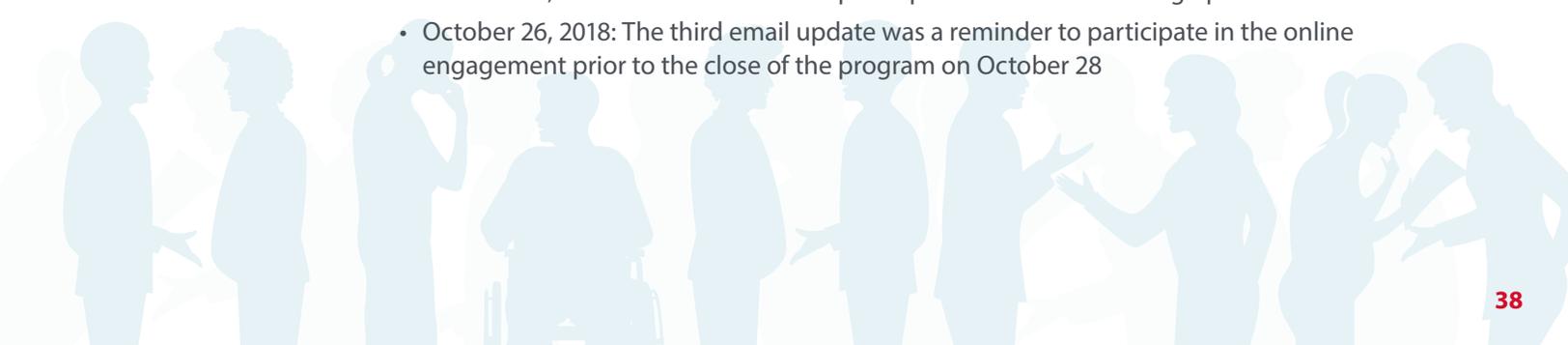
The City placed a series of **radio advertisements** on both English and non-English radio stations including Fairchild Radio (Mandarin/Cantonese), RedFM (Multicultural), Country 105, Kiss, 660 News, NewsTalk 770, X92.9, Q107 and XL.

The City promoted the engagement program through **transit advertisements** at LRT stations to increase the reach and participation in high traffic venues, and placed a series of **print advertisements** in various local and community publications to provide information about open houses and engagement opportunities and to issue a clear call-to-action to readers. Publications included:

- Calgary Herald
- Metro News
- Community Publications
- Your Aspen Spring
- The Elbow Scene
- Your Evergreen
- Your McKenzie Towne
- The Source (Marda Loop)
- Hillhurst Sunnyside Voice
- Your Westhills
- Your Panorama Country Hills
- Your Citadel Hawkwood
- Your Tuscany
- The Broadcaster (Coach Hill/Patterson Heights/Prominence Point)
- The Breeze (Somerset/Bridlewood/Silverado)
- The Chronicle (Shawnessy/Millrise/Shawnee)
- Copperfield Mahogany Community Newsletter (includes New Brighton)
- Around the Bay (Auburn Bay, Cranston, Seton)
- SCA Gazette (Strathcona/Aspen Woods/Christie Park)
- Rocky Ridge Reporter (Rocky Ridge/Royal Oak)
- Bridgeland Riverside Bridges (Bridgeland/Riverside)
- Moca Motion (Lynnwood/Millican/Ogden/Southill)
- Hello Acadia (Acadia/Fairview Business)
- Canyon Meadows Chronicle

The project team also managed and sent email updates to 762 citizens subscribed on the **project distribution list**. Citizens were able to sign up for email updates through the calgary.ca website, the online Engage portal, and through registering at the open houses. The following three email updates were sent to the distribution list:

- October 17, 2018: The first email update promoted the open house and pop-up schedule, the online engagement, and current number of online participants to date
- October 23, 2018: The second email update promoted the remaining open houses
- October 26, 2018: The third email update was a reminder to participate in the online engagement prior to the close of the program on October 28





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Part 2. Engagement program

Participants could provide input as part of the engagement program in several ways. This section contains the overview of engagement streams and the communications materials developed to achieve the Council-approved engagement objectives to: *Seek public input into whether or not Calgary should submit a bid; and Identify issues, concerns and opportunities of a potential bid, and respond to questions.*

Online engagement

An online hub was developed on The City's Engage portal to host the information and online engagement platform for the 2026 Olympic and Winter Games bid engagement program (accessible through URL engage.calgary.ca/2026Games and redirect calgary.ca/2026Games).

Refer to Figure 1 for the online engagement platform layout. The three tabs that organized the platform's content are described on the following page.

Figure 1. Online engagement platform

The screenshot shows the 'Engage' portal interface. At the top, the Calgary logo and 'Engage Meaningful dialogue. Informed decisions.' are visible, along with social media share buttons for Facebook, Twitter, and LinkedIn. Below the header, there are 'Home' and 'About' navigation links and a search bar. The main banner features the title '2026 Olympic and Paralympic Winter Games Bid Engagement' with the subtext 'Learn more and have your say on how the Games could impact our city.' The banner includes several circular icons representing various aspects of the bid: a hard hat, a city skyline, hands shaking, a hand holding a dollar sign, and a hand holding a plant. Below the banner, a breadcrumb trail reads 'Home > 2026 Olympic and Paralympic Winter Games Bid Engagement'. The main content area has three tabs: 'Step 1. Overview' (selected), 'Step 2. Learn about the proposed bid', and 'Step 3. Share your comments and concerns'. A note states: 'This page is also available as [plain-text](#) for participants using screen readers or in [graphic format](#).' A large red 'Welcome!' banner contains the text: 'Welcome to the 2026 Olympic and Paralympic Winter Games bid engagement hub, your online platform for information and engagement about the potential bid.' Below this, a paragraph reads: 'Calgarians are being asked to consider whether or not Calgary should host the 2026 Olympic and Paralympic Winter Games (the Games).' To the right, there is a 'Sign up for email updates' form with fields for 'First name', 'Last name', and 'Enter your email address', and a 'Submit' button. Below the form is an 'Upcoming events' section with the text: 'You are invited to join us and drop in at any of the events listed below:'.



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Tab 1: Program overview

The landing page provided an overview to walk Calgarians through context of and key questions related to the engagement program including the program background (Why are we doing this?), the program itself (How can you provide input?), five topics areas (What will we be talking about?) and timeline (What is the process?). A combination of HTML text and graphics were included to support The City's accessibility standards.

Tab 2: Potential bid information

This page provided a Frequently Asked Question drop-down of unbiased and neutral information on Calgary 2026's Draft Hosting Plan Concept in order for participants to be informed prior to providing their input.

Tab 3: Engagement

This tab hosted the actual engagement questions and tools that invited feedback from Calgarians (as described in Part 3 of the report).

Sidebar content included an opportunity for email registration, program timeline leading up to Vote 2018, all upcoming in-person events and additional resources including the infographics and multilingual topic summaries found within the toolkit.

Toolkit

The City and project team prepared an engagement toolkit to equip and encourage Calgarians to get informed and host conversations about the potential bid in a meaningful way with their community, colleagues, family and friends. It included:

- Background document summarizing why The City is considering hosting the Games
- Infographics visualizing the Olympic and Paralympic Games by the numbers, the players involved and process involved in determining whether or not to submit a bid
- Topic summaries outlining the draft hosting plan's alignment with the five topics of conversation, the alignment with The City's priorities and a non-exhaustive list of potential benefits and risks to Calgary and Calgarians
- Engagement questions with encouragement to provide input on the online Engage portal

The toolkit was downloadable through the online Engage portal and printed versions were available at open houses and pop-up events. There were 683 English, 43 Tagalog, 44 Punjabi and 47 Traditional Chinese toolkits downloaded from the online Engage portal.

Refer to Figure 2 on the following page to view the content of the engagement program toolkit.



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Figure 2. Engagement program toolkit

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2026 Olympic and Paralympic Winter Games bid engagement | Toolkit

Your feedback is vital to help City Council decide on whether or not to submit a bid to host the Games.

Instructions for how to use this toolkit:

- 1 Invite your friends, family and/or colleagues to discuss the potential bid. Pick your favourite setting: a living room, classroom, or community centre, just to name a few.
- 2 Use this toolkit to learn more about the potential bid, the engagement process, and Vote 2018, and discuss your thoughts with your group.
- 3 On your computer, tablet or smartphone visit our online engagement website at calgary.ca/2026Games to learn more and have your say.

Figure 2. Engagement program toolkit



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Figure 2. Engagement program toolkit

2026 Olympic and Paralympic Winter Games bid engagement | Welcome

Background:

Why is Calgary considering hosting the Games again?

Through this engagement, Calgarians are being asked to consider whether or not Calgary should host the 2026 Olympic and Paralympic Winter Games.

- **From idea**

The idea began in 2016 when The Calgary Sport Tourism Authority (CSTA) recommended The City explore a bid to host the Games. The CSTA felt there were considerable benefits of bidding for and hosting the Games, and also saw the potential for the Games to align closely with The City's long-term goals around economic opportunity, sport development, social development, and cultural enrichment.

As a result, City Council funded the Calgary Bid Exploration Committee (CBEC) to determine whether a bid would be feasible. Based on CBEC's work, The City of Calgary, Province of Alberta and Government of Canada, funded a Bid Corporation, called Calgary 2026.
- **To concept**

Calgary 2026 then developed and presented its Draft Hosting Plan Concept (draft hosting plan) to City Council. The draft hosting plan is a proposed approach that includes projected costs and infrastructure required for Calgary to host the Olympic and Paralympic Winter Games in 2026.

To support City Council in its consideration of the draft hosting plan, The City Secretariat was directed to undertake an analysis of the draft hosting plan and a potential bid and present a report to City Council in September.
- **To analysis**

On September 11, 2018, The City Secretariat submitted a report to City Council outlining opportunities, benefits, issues, risks and costs that could come from hosting the 2026 Olympic and Paralympic Winter Games.

The City has determined there are potential benefits and legacies for our city and residents that might result from an investment in hosting the 2026 Games. It also determined the draft hosting plan aligns with identified citizen priorities, City Council directives policies, strategies and plans.
- **To engagement**

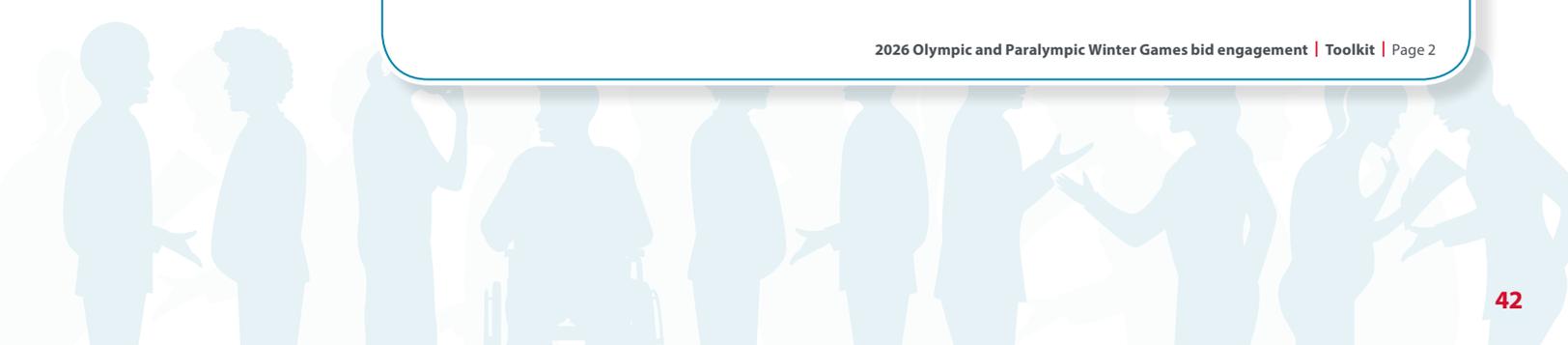
As part of its process in considering whether or not to submit a bid, City Council wants to engage with Calgarians to understand their views on this guiding question: **Will hosting the Games help or hinder Calgary's future?** This information will help City Council understand what Calgarians see as the key issues, concerns and opportunities of the potential bid.

Your feedback is vital to helping The City understand whether or not to submit a bid to host the 2026 Olympic and Paralympic Winter Games.

In the following pages, you will learn:

- how to participate in the online engagement
- facts about key aspects of the bid - community, venues and facilities, environment, economy and cost
- answers to frequently asked questions

2026 Olympic and Paralympic Winter Games bid engagement | Toolkit | Page 2





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2026 Olympic and Paralympic Winter Games bid engagement | The Games 101

Calgary 2026 has presented its Draft Hosting Plan Concept to City Council. The draft hosting plan includes a proposed budget breakdown as well as details on how the Games could impact the city.

By the numbers: Here are some of the proposed Olympic numbers in the Draft Hosting Plan Concept.

THE OLYMPIC GAMES: FEBRUARY 5 - 22, 2026



OLYMPIC VILLAGE

Open: January 28, 2026
(8 days prior)

Close: February 25, 2026
(5 days post)



Number of sport events:

SPORTS	EVENTS
Bobsleigh	Bobsleigh (4) Skeleton (2)
Biathlon	Biathlon (11)
Curling	Curling (3)
Hockey	Ice Hockey (2)
Luge	Luge (4)
Skating	Figure Skating (5) Short Track Speed Skating (9) Speed Skating (14)
Skiing	Alpine Skiing (11) Cross-country Skiing (12) Freestyle Skiing (13) Nordic Combined (3) Snowboarding (11) Ski Jumping (5)



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Figure 2. Engagement program toolkit

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2026 Olympic and Paralympic Winter Games bid engagement | The Games 101

By the numbers: Here are some of the proposed Paralympic numbers in the Draft Hosting Plan Concept.

THE PARALYMPIC GAMES: MARCH 6 - 15, 2026

NUMBER OF NATIONS	49
TECHNICAL OFFICIALS	100
MEMBERS OF PRESS	550
ATHLETES (400 WHEELCHAIR USERS)	750
TEAM OFFICIALS	900
BROADCASTERS	2,000
PAID AND TEMPORARY STAFF	2,355
VOLUNTEERS	6,500
CONTRACTORS	10,000
SPECTATORS (NUMBER OF TICKETS)	300,400

OLYMPIC VILLAGE

Open: February 28, 2026
(7 days prior)

Close: March 18, 2026
(3 days post)



Number of sport events:

SPORTS	EVENTS
Para Alpine Skiing	Para Alpine Skiing (30)
Para Bobsleigh	Para Bobsleigh (1)
Para Ice Hockey	Para Ice Hockey (1)
Para Nordic Skiing	Para Biathlon (18) Para Cross-Country Skiing (20)
Para Snowboard	Para Snowboard Cross and Para Banked Slalom (10)
Wheelchair Curling	Wheelchair Curling (1)

We are providing you with this information so you know what the Games could look like, and so you can provide us with your feedback. Visit calgary.ca/2026Games to share your thoughts and learn more.



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2026 Olympic and Paralympic Winter Games bid engagement | Timeline



Learn more | September 20 to October 1

Visit calgary.ca/2026Games for information about the bid process, and engagement opportunities.





Engage | October 2 - 28

Your opinion matters. City Council needs your help in making this decision. Participate throughout October:

- **Online:** through The City of Calgary's official engagement platform (starting October 2).
- **In-person:** at open house or pop-up events.
- **Engagement toolkit:** start a conversation with your friends, family or colleagues by downloading our toolkit (starting October 2).

Open house dates:

<p>Tuesday, October 16 • 5:00pm – 8:00pm Dalhousie Community Association 5432 Dalhart Rd NW</p> <p>Wednesday, October 17 • 5:00pm – 8:00pm Hotel Blackfoot 5940 Blackfoot Trail SE</p> <p>Thursday, October 18 • 5:00pm – 8:00pm Cardel Rec South 333 Shawville Blvd SE #100</p>	<p>Saturday, October 20 • 10:00am - 1:00pm Killarney Glengarry Community Association 2828 28 Street SW</p> <p>Tuesday, October 23 • 5:00pm – 8:00pm The Genesis Centre 7555 Falconridge Blvd NE #10</p> <p>Wednesday, October 24 • 5:00pm – 8:00pm Marlborough Community Association 636 Marlborough Way NE</p>
--	---

... more event locations and dates to come!



Reporting | November

Throughout the program, and leading up to City Council's decision, we will provide information about what we heard.





Voting

For information on how to vote, or request a mail-in ballot, go to calgary.ca/vote2018.

Participate in the non-binding vote:

- **November 6 & 7:** Advance voting from 11:00 am - 7:00 pm
- **November 13:** Polls open from 8:00 am - 8:00 pm



City Council decision

Your feedback is vital. It will help City Council decide whether or not to submit a bid.



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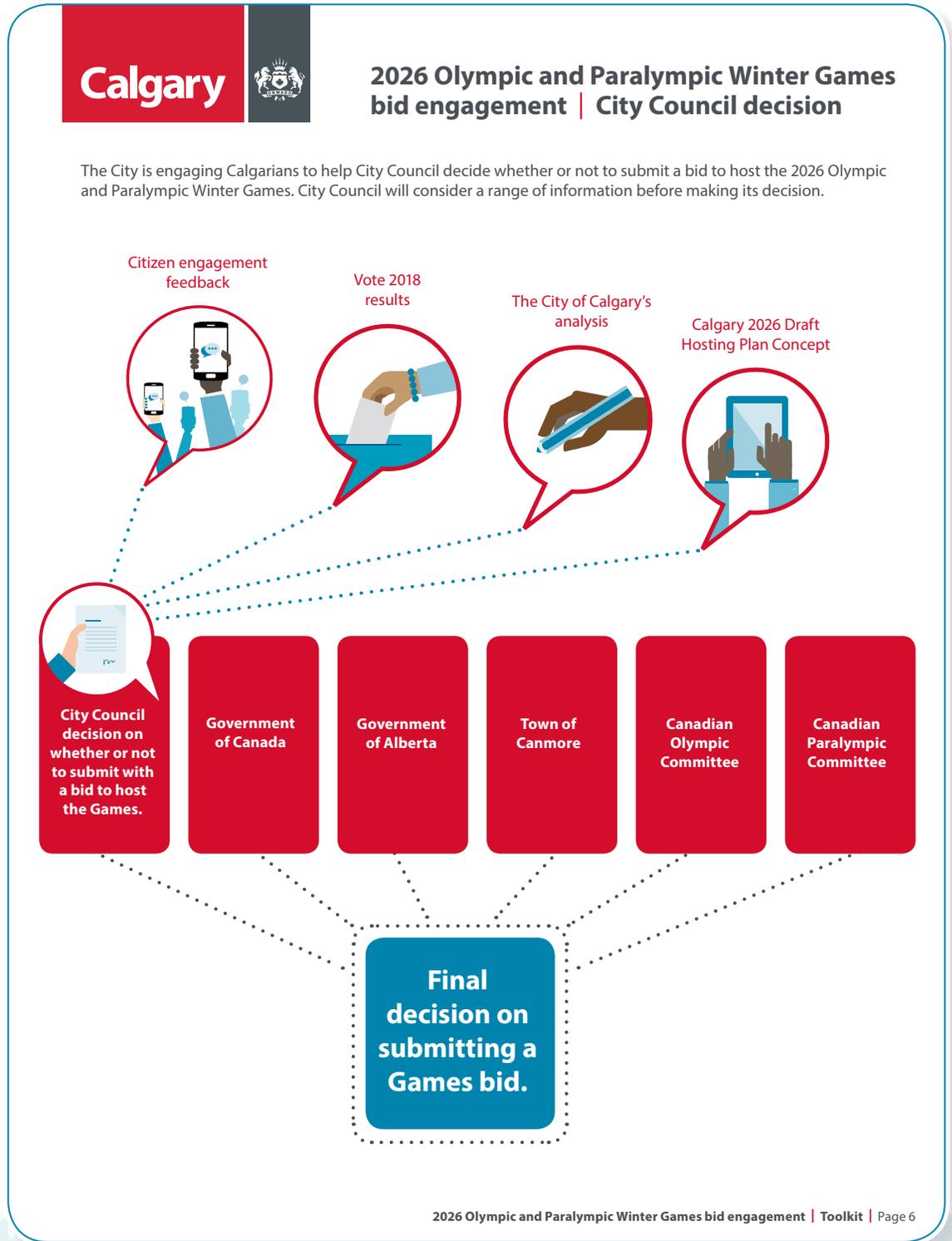
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2026 Olympic and Paralympic Winter Games bid engagement | Topics of conversation

Through this engagement program, The City wants to understand Calgarian's views on this guiding question:

Will hosting the Games help or hinder Calgary's future?

To guide the engagement program, we have created five topics of conversation to structure the information we share and the questions we are asking for your input.

These topics are high-level categories of Calgarians' comments, concerns and interests we heard in The City's 2018 Citizen Perspectives Survey report. This study was commissioned by The City to get a baseline understanding of citizens' attitudes and perceptions towards a potential bid for the 2026 Olympic and Paralympic Winter Games. The study results were released in August 2018 to inform the engagement program.

The five topics of conversation are:

Community: The potential social and cultural impacts that hosting the Games could have on community and Calgarians' well-being. Aspects include affordability, accessibility, arts and culture, and volunteerism.

.....

Venues and facilities: The proposed venues and facilities that would be upgraded or built to host the Games.

.....

Environment: The potential impacts on Calgary's urban and natural environments and how these could be addressed.

.....

Economy: A cost-benefit analysis of the draft hosting plan, which also includes tourism and the overall reputation of Calgary on the world stage.

.....

Costs: The projected costs of the Games, potential funding sources and what they would cover.

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2026 Olympic and Paralympic Winter Games bid engagement | Community

Community is one of five topics we would like to hear from you about.

When we think about community, we mean building an inclusive, safe, accessible, inspiring, healthy and prosperous community for all citizens.

Calgary 2026's Draft Hosting Plan Concept
What's proposed for Calgary and surrounding areas

Affordable housing

Calgary 2026's Draft Hosting Plan Concept proposes a housing plan that invests in affordable housing for low and moderate-income households, including:

- Affordable housing developments in Calgary and Canmore
- Subsidized seniors' housing development
- Potential for Indigenous peoples' housing
- Potential expansion to student housing

Accessibility

The draft hosting plan includes venue designs to make it easier for people of all abilities to enter, leave and move around. Existing venues would be upgraded to make them more accessible. Finally, the Paralympic Winter Games would promote an inclusive community by creating awareness of the importance of accessibility for all Calgarians.

Arts and culture

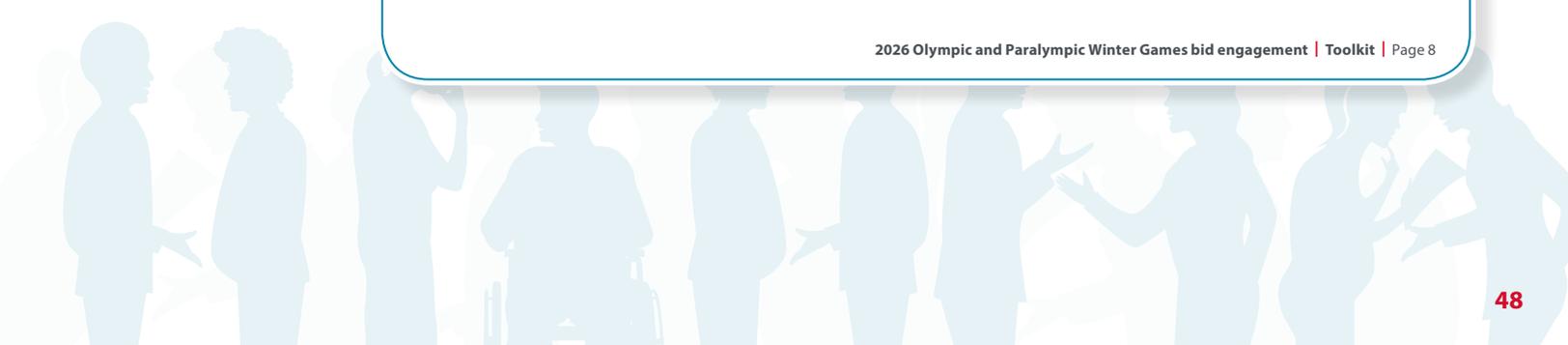
The draft hosting plan includes many cultural activities. All Olympic and Paralympic Games must feature a Cultural Olympiad, which would begin a few years before the Games and may include cultural events throughout the city, province and country.

Cultural events as part of the Games include:

- The Games' opening and closing ceremonies
- Medal ceremonies
- Torch relays
- Live entertainment
- Community and sporting events

Planned live sites could have cultural elements and could be free or affordable. These events could include large screens for people to watch live coverage of the Games, entertainment stages with artists, as well as recreational, cultural and community activities. Local and national talent would be featured.

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2026 Olympic and Paralympic Winter Games bid engagement | Community

Volunteerism

The draft hosting plan describes ways to increase volunteerism and community spirit by bringing people together around a common goal. The Games will require thousands of volunteers, including potential volunteers from underrepresented groups like new Canadians, youth, cultural communities and Indigenous communities.

The Games have the potential to inspire a new generation of volunteers across Calgary. In the past, our community spirit has been highlighted through a number of events including the 1988 Games, Grey Cup Finals, and recovering from the 2013 flood.

Potential benefits and risks of hosting the Games

Benefits

- Fits with results from the 2018 Citizen Satisfaction Spring Pulse survey, where Calgarians said affordable housing is one of their top priorities for investment
- Provides additional funding to help achieve long-term, affordable housing goals and plans
- Draft hosting plan includes accessibility and community objectives, which match with citizen priorities and Council Directives.
- Provides opportunities to fast-track implementation of Council policies and plans including: Cultural Plan for Calgary, the Corporate Affordable Housing Strategy, the Corporate Accessibility Policy, the Indigenous Policy framework, and the Sport for Life Policy
- Creates opportunities for Calgary's arts and culture community
- Could provide a legacy fund to support youth and Indigenous programming into the future

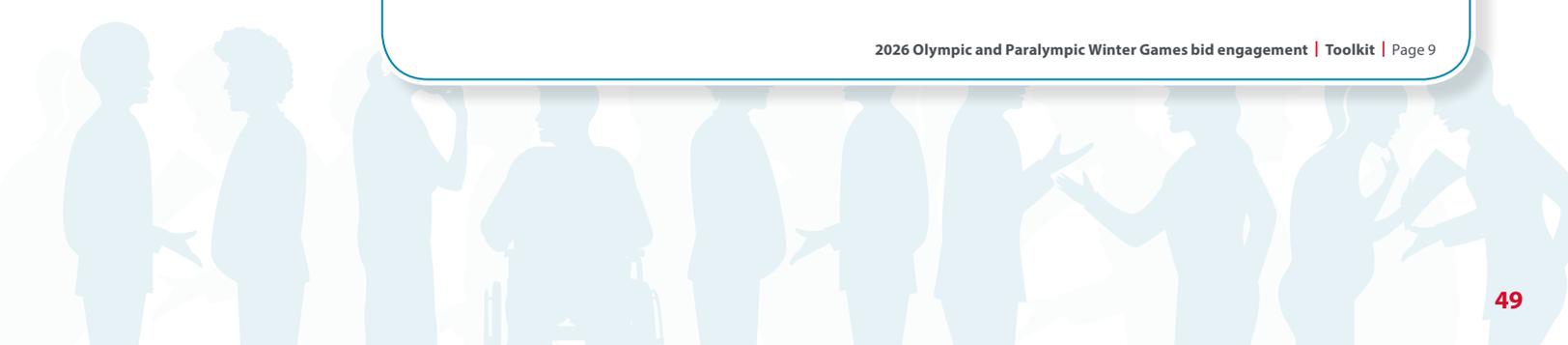
Risks

- Focusing and investing in the Games may reduce investment in other Council priorities or City lines of services
- Potential impacts on community not-for-profits: focusing on the Games may distract businesses from other community priorities, resulting in lower investment and sponsorship
- The Games may draw volunteers away from existing community volunteer opportunities
- The Games may impact The City's future operating and capital budgets
- City costs related to hosting live sites and entertainment programming are not yet determined

Aligning with City priorities

The City is reviewing the draft hosting plan to see how well it fits with Citizen Priorities, Council Directives, City policies, strategies and long-term capital and financial plans.

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  **2026 Olympic and Paralympic Winter Games bid engagement | Community**

We want to see if the Games match with our views of a community and whether they will help us achieve our vision for Calgary as a great place to make a living, and a great place to make a life. Our common purpose is: making life better every day. Imagine Calgary is our long-range plan on how we're growing Calgary.

The Council Directives linked to this topic are: *A city of inspiring neighbourhoods, A healthy and green city, and A prosperous city.*

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2026 Olympic and Paralympic Winter Games bid engagement | Venues and facilities

Venues and facilities is one of five topics we would like to hear from you about.

Venues and facilities includes existing buildings that need upgrades and new buildings proposed in Calgary 2026's Draft Hosting Plan Concept. If we host the Games, do these proposed upgrades and new venues fit into what Calgarians think is important for community and recreation facilities?

Calgary 2026's Draft Hosting Plan Concept What's proposed for Calgary and surrounding areas

New venues and facilities

Multi-sport complex/fieldhouse
During the Games, the proposed centre would host figure skating, short track speed skating, and wheelchair curling.

After the Games, the proposed multi-sport complex would allow for community use; host regional, provincial and national competitions; and provide:

- 400m indoor track
- In-field for throwing and jumping sports
- FIFA-sized soccer field
- Basketball courts
- Volleyball courts
- Badminton courts
- Batting cages
- Climbing wall
- Dry-land training space
- Removable spectator seating for events

Mid-size/community arena
During the Games, the proposed 5,000-seat, two-ice sheet arena would host some hockey games, the para-hockey games and training.

After the Games, the proposed arena would host regional, provincial and national competitions. It would also be used by athletes and the community for training, competition and recreation, giving Calgary two new ice sheets.

Upgraded venues and facilities

The draft hosting plan proposes upgrades to a number of existing facilities. The proposed upgrades allow these facilities to continue serving Calgary's recreation and athletic community into the future. The following facilities would be upgraded to host events:

- Olympic Oval: long-track speed skating
- McMahon Stadium: opening and closing ceremonies
- Winsport sliding track: Luge, skeleton and bobsled
- Winsport ski hill: half-pipe, aerials, big air, moguls, slope style
- Saddledome: hockey

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2026 Olympic and Paralympic Winter Games bid engagement | Venues and facilities

- BMO Centre: International Broadcasting Centre
- Big Four building: Main Press Centre
- Max Bell arena: training
- Canmore Nordic Centre: cross country skiing and biathlon
- Nakiska Ski Resort: downhill ski events

Potential benefits and risks of hosting the Games

Benefits

- A multi-sport complex/fieldhouse is a top priority in several City plans and aligns with the proposed redevelopment of Foothills Athletic Park
- The mid-size/community arena is part of the Foothills Athletic Park Concept Plan
- Upgrades extend the life of existing facilities, improve access for Calgarians and help keep Calgary as a destination for winter sport
- Hosting the Games means fast-tracking investment in existing and new sport, recreation and community facilities
- New and upgraded venues provide event-ready infrastructure. This allows us to host national and international sport competitions, conferences and events, which can generate economic benefits
- Proposed legacy fund to operate and maintain legacy facilities and to fund initiatives like youth and Indigenous programs

Risks

- Investing in Games-related infrastructure potentially means fewer capital dollars to invest in other priorities
- Investment in Games-related infrastructure is not currently in The City's One Calgary (2019-2022) four-year budgeting and investment plans, which Council is reviewing in November
- Funding for operating and maintenance costs associated with the two new facilities (mid-size community arena and multi-sport complex) will need to be confirmed and determined.

Aligning with City priorities

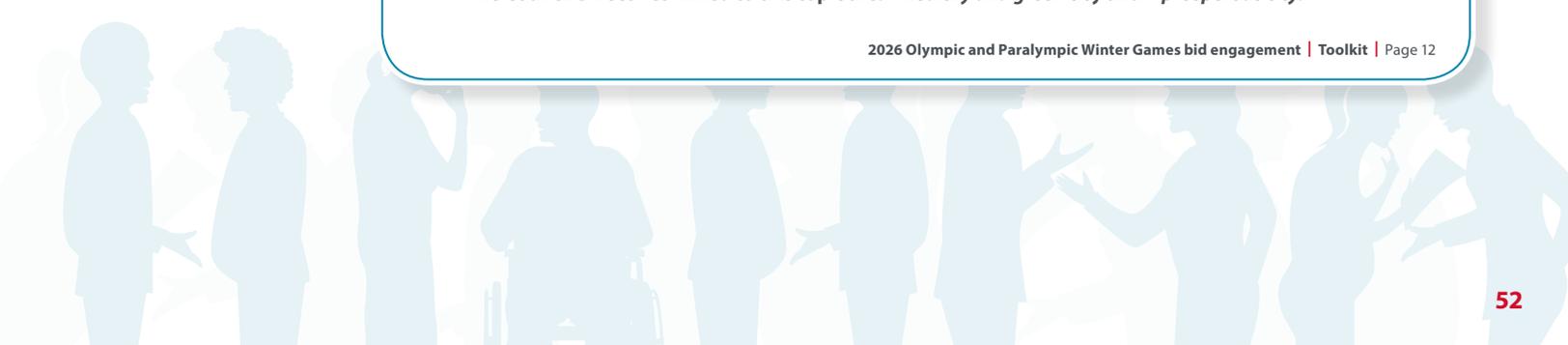
The City is reviewing the proposed draft hosting plan to see how well it fits with Citizen Priorities, Council Directives, City policies, strategies and our long-term capital and financial plans.

The City has six Council-approved principles for investing in infrastructure (buildings, roads, etc.):

1. Support the delivery of City of Calgary services, at approved service levels
2. Promote the well-being of communities, environment and economy
3. Build an adaptable, resilient and smart city
4. Enhance the long-term value of City assets
5. Integrate, coordinate and optimize The City's investment
6. Optimize financing and funding sources

The Council Directives linked to this topic are: *A healthy and green city and A prosperous city.*

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2026 Olympic and Paralympic Winter Games bid engagement | Environment

Environment is one of five topics we would like to hear from you about.

Environmental sustainability is a priority for Council and The City of Calgary, and is addressed in Calgary 2026's Draft Hosting Plan Concept. Environmental sustainability is about actions to keep our communities, air, water and land healthy today and for the future.

Calgary 2026's Draft Hosting Plan Concept
What's proposed for Calgary and surrounding areas

Environmental sustainability

The draft hosting plan proposes a number of ways to protect the environment, including:

- Use energy and transportation for the Games that will not harm the environment
- Reuse, reduce and recycle as much as possible before, during and after the Games
- Plan a Games' food program based on Alberta's agriculture and cuisine
- Build Indigenous knowledge into ways to connect to and protect the land
- Protect the natural environment, wildlife habitat and routes when building or upgrading Games venues
- Transportation planning would promote a lower carbon footprint, including mass transit solutions, active transportation (biking, walking), and low or no emission bus and fleet vehicles where possible
- Grouping the proposed event venues, both existing and new, is strategic to help reduce travel times, costs, and the impact of vehicles on the environment
- A zero-waste goal that aims to send as little waste as possible to our landfills
- Utilizing local resources, including goods, equipment and materials, which also helps reduce travel distances

Potential benefits and risks of hosting the Games

Benefits

- Venue locations take advantage of existing infrastructure, reducing the need to build additional, Games-specific infrastructure
- Put existing and new venues in four main areas to help reduce travel times, costs and the effect of vehicles on the environment
- Requiring spectators and workforce to use public transit during the Games in The City of Calgary will lower the carbon footprint and support public health
- Utilizing and sourcing local and sustainable services, goods, equipment and materials, which reduces transportation distance and waste

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2026 Olympic and Paralympic Winter Games bid engagement | Environment

Risks

- Hosting an event of this size will have some impacts on the environment
- The draft hosting plan does not remove all the effects on the environment, but aims to reduce them
- Potential that some actions planned to address environmental sustainability can't be fully implemented

Aligning with City priorities

The City is reviewing the draft hosting plan to see how well it fits with Citizen Priorities, Council Directives, City policies, strategies and long-term capital and financial plans. The draft hosting plan supports The City's Environmental Policy and Climate Resilience strategy.

The Council Directives linked to this topic are: *A healthy and green city* and *A well-run city*.



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2026 Olympic and Paralympic Winter Games bid engagement | Economy

Economy is one of five topics we would like to hear from you about.

The City of Calgary has commissioned a cost-benefit analysis of Calgary 2026's Draft Hosting Plan Concept. Information from this report will be made public mid-October.

Calgary 2026's Draft Hosting Plan Concept What's proposed for Calgary and surrounding areas

- Strengthen and recognize Calgary, Canmore and the Bow Valley's sport hosting brand
- Attract and retain an innovative, creative, and skilled workforce
- Work with Indigenous communities and organizations
- Boost innovation, investment, and creativity in Alberta
- Build international relationships, attract investment, and create jobs and innovative business

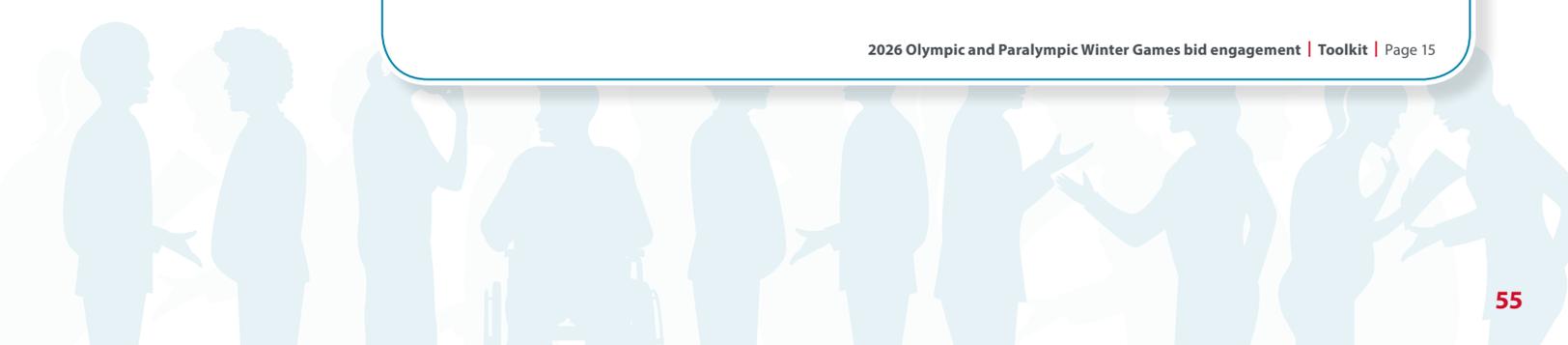
Potential benefits and risks of hosting the Games

More information about the economy will be released mid-October as The City completes its cost-benefit analysis. We will share this information with you as soon as we can.

Benefits

- Supports Calgary Economic Development's 10-year Economic Strategy by making Calgary a hub for national and international investment
- Potential to increase and attract investment and create jobs
- International awareness of Calgary may lead to a rise in investment, helping our economy grow in new ways and with new ideas
- Rise in tourism during the Games and potentially afterwards
- Promotes Calgary internationally with events leading up to and during the Games:
 - According to the Vancouver 2010 Global Television and Online Media Overview, the 2010 Games were shown on television in more than 220 countries. 1.8 billion viewers saw at least one minute of Vancouver 2010 coverage on television, 48 per cent of the potential global audience
 - In Canada, 98.3 per cent of the population (32.9 million viewers) saw at least some of the coverage on TV
- Calgary can continue to host regional, national and international sport events and host new larger events

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2026 Olympic and Paralympic Winter Games bid engagement | Economy

Risks

- Given the size and complexity of the Games, not all economic risks may be eliminated and would therefore need to be closely managed
- The return on investment in economic, social and environmental terms may not be perceived as being enough for Calgarians
- Determining potential return on investment is difficult because the return on investment is often easier to see years after the Games ends
- Future economic climates are unknown and may impact costs and revenues
- Reports on past Games in other cities have different opinions on the economic benefit of hosting the Games

Aligning with City priorities

The City is reviewing the draft hosting plan to see how well it fits with Citizen Priorities, Council Directives, City policies, strategies and long-term capital and financial plans.

The Council Directives linked to this topic are: *A well-run city* and *A prosperous city*.



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2026 Olympic and Paralympic Winter Games bid engagement | Costs

Cost is one of five topics we would like to hear from you about.

When we think about costs, we mean the projected costs of the Games, potential funding sources and what they will cover. The City is currently negotiating a cost sharing agreement with the Government of Alberta and Government of Canada. More information about sharing costs with other orders of government will be released once it is available.

There are two types of costs included in Calgary 2026's Draft Hosting Plan Concept:

- Costs to build new or upgrade existing venues
- Costs to plan and run the Games, and after they are over, to support community programming and legacy facilities

The draft hosting plan projects the Games to cost \$5.2 billion, in 2018 dollars. Funding will come from two primary sources:

- Private \$2.2 billion
 - Private funding will pay to plan and run the Olympic Games
 - Private funding will come from the International Olympic Committee, sponsorship, ticket sales, merchandising, licensing, and other sources
- Public \$3.0 billion
 - Public funding will pay for the Games facilities and housing, the Paralympics, and other costs, such as a legacy fund
 - Public funding will come from The City of Calgary, Province of Alberta, Government of Canada and the Town of Canmore

Calgary 2026's Draft Hosting Plan Concept
Breaking down the \$5.2 billion cost

Funding sources: ● Private ● Public

Category	Amount	Description
Deliver the Olympic Games	\$2.23 billion	Cost for athletes, officials, workforce, communications, marketing, as well as other costs.
Deliver the Paralympic Games	\$0.22 billion	Same as 'Deliver the Olympics Games' except on a smaller scale with limited sponsorships and other revenues.
Proposed venues and facilities	\$1.58 billion	Includes two new facilities in Calgary, renewal of eight city and three mountain facilities, and affordable housing in Calgary and Canmore.
Legacy fund	\$0.18 billion	For long-term facility operations and for community programs.
Contingency	\$0.12 billion	General contingency fund in addition to contingencies contained in other budget areas.
Essential services and security	\$0.91 billion	Security as well as additional federal and provincial services, to run Calgary and mountain regions during the Games. Examples include emergency and ambulance services, public transit, snow clearing, wayfinding, zoning and permits.

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2026 Olympic and Paralympic Winter Games bid engagement | Costs

Potential benefits and risks of hosting the Games

More information about costs will be released mid-October as The City reaches a funding agreement with our government partners. We will share this information with you, including potential benefits and risks, as soon as we can.

Benefits

- The City would get funding from other orders of government to build new and upgrade existing venues. This funding may not be available otherwise
- The upgrades or construction of new venues already planned by The City would happen years earlier than if they were to go through the regular government funding process
- A legacy fund to operate and maintain legacy facilities and to fund programs like youth and Indigenous programs

Risks

- The Games are eight years away. Events can occur that result in changes to costs
- The \$2.2 billion in private investment (made up of the IOC contribution, ticketing, sponsorship and licensing) may not be achieved
- Future economic climates are unknown and may impact costs and revenues

Aligning with City priorities

The City is reviewing the proposed draft hosting plan to see how well it fits with Citizen Priorities, Council Directives, City policies, strategies and our long-term capital and financial plans.

The Council Directive linked to this topic is: *A well-run city.*



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2026 Olympic and Paralympic Winter Games bid engagement | Engagement questions

Ready to engage? Have your say at calgary.ca/2026Games

Part 1/3: What are your views?

These questions will give us an idea about whether or not you think Calgary should submit a bid for the Games.

Q1: I want The City of Calgary to submit a bid to host the 2026 Olympic and Paralympic Winter Games

Select one:

Strongly agree Agree I don't have an opinion Disagree Strongly disagree I am undecided

Q2: What do you see as the top benefit or risk from Calgary hosting the Games?

We're interested in understanding why you think our city should or should not submit a bid for the Games, including reasons that are missed from the five topics of conversation. Please summarize your top reason here.

Part 2/3: What's important to you?

These questions will help us understand what's important to you, and your views on whether hosting the Games will help or hinder Calgary's future. This part is a deeper dive into our five topics of conversation:

Community: The potential social and cultural impacts that hosting the Games could have on community and Calgarians' well-being. Aspects include affordability, accessibility, arts and culture, and volunteerism.

.....

Venues and facilities: The proposed venues and facilities that would be upgraded or built to host the Games.

.....

Environment: The potential impacts on Calgary's urban and natural environments and how these could be addressed.

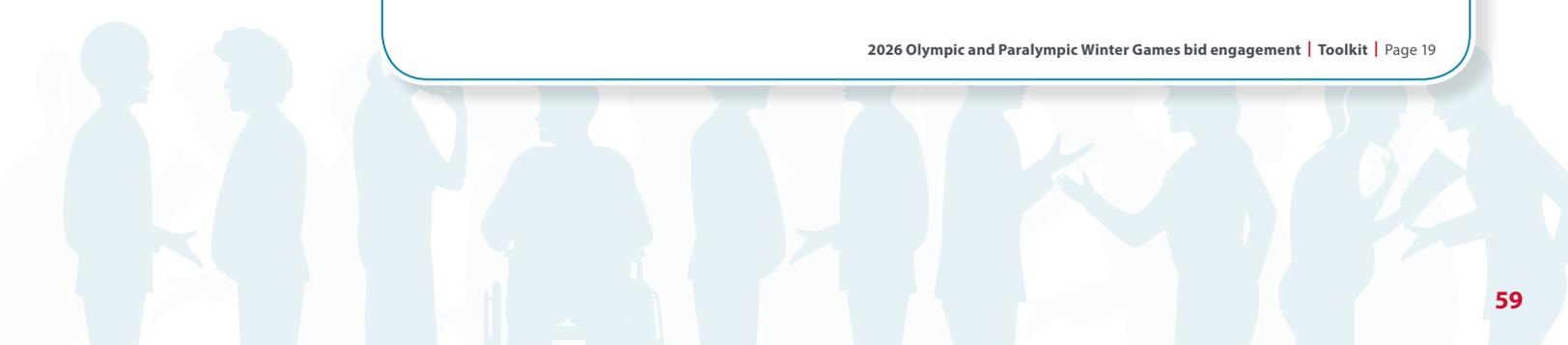
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Economy: A cost-benefit analysis of the draft hosting plan, which also includes tourism and the overall reputation of Calgary on the world stage.

.....

Costs: The projected costs of the Games, potential funding sources and what they would cover.

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2026 Olympic and Paralympic Winter Games bid engagement | Engagement questions

These topics are high-level categories of Calgarians' comments, concerns and interests we heard in the 2018 Citizen Perspectives Survey results released in August. The survey was commissioned by The City to gain a baseline understanding of citizens' attitudes and perceptions towards a potential bid for the 2026 Olympic and Paralympic Winter Games.

Q1: When it comes to Calgary hosting the Games, what is important to you?

Please rank how important you feel each topic should be in The City's consideration of whether or not to submit a bid: Community, Venues and Facilities, Environment, Economy, and Cost.

Q2. COMMUNITY: Do you think the cultural and social impacts of the Games would help or hinder Calgary's future? Why or why not?

Q3. VENUES AND FACILITIES: Do you think the upgraded or new venues and facilities for the Games would help or hinder Calgary's future? Why or why not?

Q4. ENVIRONMENT: Do you think the environmental impact from the Games would help or hinder Calgary's future? Why or why not?

Q5. ECONOMY: Do you think the economic impact of the Games would help or hinder Calgary's future? Why or why not?

Q6. COST: Do you view the long-term impacts of the Games as being worth the cost? Why or why not?

Part 3/3: Who are you?

These questions will help us reach and hear from a more representative range of Calgarians to inform City Council's decision on whether or not to submit a bid for the Games.

Q1: Where do you live?

- Northeast, Calgary Southeast, Calgary Southwest, Calgary Northwest, Calgary
- Canmore Treaty 7 First Nation Prefer not to share
- Other (please specify) _____

Q2: How long have you lived in Calgary or neighbouring areas?

- 0-5 years 6-10 years 11-20 years 20+ years

Q3: Do you want to call Calgary home for the next 10 years?

- Yes Unsure No

Q4: What is your age?

- Under 18 18 - 24 25 - 34 35 - 44
- 45 - 54 55 - 64 65 or older Prefer not to share

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Remember you can also attend one of our in-person engagement events. Go to calgary.ca/2026Games to learn more and have your say.



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In-person engagement

Calgarians were given the opportunity to participate in the in-person engagement at one of six open houses and 13 pop-up events held across the city. Open house locations were selected to cover Calgary's distinctive quadrants with a consideration of accessible by transit as much as possible: Northeast (Genesis Centre); Northwest (Dalhousie); Southwest (Cardel Rec South); Southeast (Blackfoot Hotel); Central West (Killarney-Glengarry); and, Central East (Marlborough).

Pop-up locations were selected to target youth (three post-secondary institutions), corporate and business (three downtown Plus 15 locations), families (two YMCA recreation complexes and one C-Train Station), sports fans (two sporting venues during games), multicultural (one post-secondary institution focused on new immigrant programs) and non-profit (one support services headquarter building).

Given the expedited nature of pop-ups, only responses to Part 1 (overall views) and Part 3 (demographic questions) of the online engagement portal were asked. Refer to Figure 3 for the handout distributed to those unable and unavailable to stop at the pop-ups.

Figure 3. Handout at in-person events



At the open houses, participants were presented with display boards that mirrored the toolkit content and could provide input at two activity stations and a paper feedback form, or use available tablets to participate on the online Engage platform. Refer to Figure 4 on the following page for the feedback form distributed at the open houses, and refer to Appendix C regarding the completed feedback forms.





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Figure 4. Open house feedback form

2026 Olympic and Paralympic Winter Games bid engagement | Feedback form

Welcome!

Welcome to this 2026 Olympic and Paralympic Winter Games bid engagement event, your opportunity to learn more and share your views, comments and concerns.

The City is engaging Calgarians to help City Council decide whether or not to submit a bid to host the 2026 Olympic and Paralympic Winter Games.

Fill out this feedback form and return it to any of the staff or registration table before you leave. Don't forget to **participate in the two activity stations** to share your level of support for the bid, and what you see as the top issue or opportunity from Calgary hosting the Games.

What's important to you?

These questions will help us understand what's important to you, and your views on whether hosting the Games would help or hinder Calgary's future. This part is a deeper dive into our five topics of conversation:

Community

**Venues
and facilities**

Environment

Economy

Costs

These topics are high-level categories of Calgarians' comments, concerns and interests we heard in the 2018 Citizen Perspectives Survey results released in August.

Q1: When it comes to Calgary hosting the Games, what is important to you?
Please rank on a scale of 1-5 how important you feel each topic should be in The City's consideration of whether or not to submit a bid (5 is 'not important' and 1 is 'very important'):

__ Community __ Venues and Facilities __ Environment __ Economy __ Cost

Q2. COMMUNITY: Do you think the potential social and cultural impacts of the Games would help or hinder Calgary's future? Why or why not?

Q3. VENUES AND FACILITIES: Do you think the proposed upgraded and new venues and facilities from the Games would help or hinder Calgary's future? Why or why not?

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Figure 4. Open house feedback form

Q4. ENVIRONMENT: Do you think the potential environmental impacts from the Games would help or hinder Calgary's future? Why or why not?

Q5. ECONOMY: Do you think the potential economic impact of the Games would help or hinder Calgary's future? Why or why not?

Q6. COST: Do you view the long-term impacts of the Games as being worth the cost? Why or why not?

Who are you?

These questions will help us reach and hear from a more representative range of Calgarians to inform City Council's decision on whether or not to submit a bid for the Games.



Q1: What is your age?

- Under 18 18 - 24 25 - 34 35 - 44
 45 - 54 55 - 64 65 or older Prefer not to share

Q2: What is your annual household income?

This information helps to ensure we're hearing from a representative range of participants.

- Less than \$30,000 \$30,000 - <\$45,000 \$45,000 - <\$60,000 \$60,000 - <\$75,000
 \$75,000 - <\$90,000 \$90,000 - <\$105,000 \$105,000 - <\$120,000 \$120,000 - <\$150,000
 \$150,000 or more Prefer not to share

Q3: Do you have children under 18 years old in your household?

- Yes No Prefer not to share

Q4: To help The City understand the views represented in this engagement program and target outreach efforts, we ask for the following information. I self-identify as (check all that apply):

- A woman
 A man
 A member of the LGBTQ2S community
 An Indigenous person (First Nation (status or non-status), Métis or Inuit)
 A person of colour referred also as a visible minority
 A recent immigrant (within last 3 years)
 A person with physical or non-visible disabilities
 Prefer not to share
 Other (please specify) _____

Thank you for your valued time and input!



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Targeted community engagement

Multicultural communities

Multicultural communities were among the targeted communities. The project team researched the top non-dominant languages in Calgary and selected Punjabi, Cantonese (Traditional Chinese) and Filipino as the targeted cultural communities to inform the program’s translation, interpretation and in-person event locations.

With this information, the team translated key sections of the toolkit including the background, process and timeline, City Council decision-making process, and the five topics of conversation. In addition, the executive summary of this report is being translated into Tagalog, Traditional Chinese, Punjabi and French.

The project team reached out to the following organizations for support engaging the Latinx, Filipino, Punjabi and Chinese communities: Immigrant Services Calgary; Centre for Newcomers; ActionDignity; Folclor Latin Festival; and, Asian Heritage Foundation Calgary. The toolkit and workshop invitation were extended to three of these organizations to share with their clients and members (Immigrant Services Calgary, Centre for Newcomers, ActionDignity). ActionDignity hosted five sessions with 101 of its ethnocultural members using the toolkit to guide conversations and gather responses on the engagement questions, including staff, cultural brokers and leaders, seniors and youth. Sessions ranged from 20 minutes to one hour, and participant responses were recorded in the online Engage platform. An email with the toolkit and online Engage platform link was circulated to 241 recipients, including ethnocultural member organizations, members of ActionDignity including board members and volunteers, and additional contacts and office walk-ins.

Invitations to the stakeholder workshop were sent to the following key multicultural organizations: ActionDignity; Calgary Catholic Immigration Society; Centre for Newcomers; Chinatown District BIA; CIWA - Calgary Immigrant Women’s Association; Hong Kong Canada Business Association; and, Immigrant Services Calgary Society.

Open house interpretation support was available based on the demographic profiles of the open house locations and surrounding neighbourhoods:

- Dalhousie (Chinese)
- Killarney/Glengarry (Tagalog and Spanish)
- Blackfoot Hotel (Tagalog)
- Genesis Centre (Punjabi and Arabic)
- Cardel Rec South (Tagalog and Spanish)
- Marlborough (Punjabi, Arabic and Tagalog)

Youth

Four out of the 13 pop-ups were chosen to target post-secondary youth (Bow Valley College, SAIT, Mount Royal University and University of Calgary). Two pop-ups and two open houses were located in recreation centres (Rocky Ridge YMCA, Douglasdale YMCA, Cardel Rec South and Genesis Centre) to target families with kids and youth.

Online engagement details and the toolkit were also shared the the Calgary Board of Education and the Catholic School District in order to circulate the information to teachers and promote conversations during the regular class schedules.



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In addition the following post-secondary and youth-centered organizations were invited to the stakeholder workshop:

- Aboriginal Education Program Mount Royal College
- Aboriginal Education Team Calgary Catholic Separate School District
- AISCA - Association of Independent Schools and Colleges in Alberta
- Alberta Bible College
- Alberta College of Art and Design
- Alberta Distance Learning Centre
- Alberta Home Education Association
- Alberta Homeschooling Association
- Ambrose University
- Athabasca University
- Big Brothers Big Sisters Society of Calgary and Area
- Boys & Girls Clubs of Calgary
- Calgary Board of Education (Areas 1 to 7) Calgary Youth Justice Society
- Canadian Youth Business Foundation
- Catholic Education Board
- Junior Achievement of Southern Alberta
- KidSport Calgary and Area
- LINKages Society of Alberta
- Mount Royal University
- St. Mary's University
- The Calgary Bridge Foundation for Youth
- University of Calgary
- Urban Society for Aboriginal Youth
- Youth Central Society

Lower-income communities

In meeting with interest groups, two groups in particular represented community views (Federation of Calgary Communities) and nonprofits supporting marginalized communities (Calgary Chamber of Voluntary Organizations). The project team leveraged their internal networks to share the online engagement platform, toolkit, open house opportunities and registration for the stakeholder workshop.

An additional pop-up was held at the Kahanoff Centre in Calgary, an office lease and meeting space booking building focused on non-profit organizations.

The following organizations were invited to the stakeholder workshop:

- Accessible Housing
- Alexandra Community Health Centre
- Calgary Chamber of Voluntary Organizations
- Calgary Drop-In & Rehab Centre Society
- Calgary Foundation
- Calgary Homeless Foundation
- Family & Community Support Services
- Federation Of Calgary Communities
- Habitat for Humanity Southern Alberta
- Inn from the Cold
- Salvation Army - Alberta & NWT Division
- United Way of Calgary and Area





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Part 3. Data integrity and analysis

Data integrity measures and qualitative and quantitative analysis were conducted in support of achieving the third engagement objective: *to identify issues, concerns and opportunities of a potential bid.*

The project team made use of various indicators to identify tampering and suspicious activity in the data. To identify suspicious activity, the team grouped repeating IP addresses and analyzed the responses within these groups for meeting one or many of the following criteria: consistent or similar language used; duplicate responses; several responses within close time stamps of their submissions; and tone/topic area (e.g. for or against the bid). To identify suspicious bot activity, the project team analyzed responses for meeting one or many of the following criteria: nonsensical or broken language; timestamps between midnight and 6am; and the location of the IP address. Additionally, bots come directly to the site, rather than through other referrals such as social media or websites

Upon the analysis, the project team removed duplicate comments or omitted suspect responses into the findings. Additionally, the project team leveraged and consistently reviewed the online platform vendor (The Hive)’s moderation function, a security screen that submits duplicate, profane and/or suspicious comments for approval or rejection.

The project team was cautious about cleansing the data as there are legitimate reasons for repeating IP addresses, such as several respondents using the same tablets at an open house or pop-up event, or participating from the same location (like a library or office). The project team was also cautious about removing responses with broken language, as online platform responses can often be written quickly by both English-speakers and English language learners. Additionally, online engagement is meant to mirror in-person events, where multiple submissions can be allowed to understand unique and valid sentiments.

Based on qualitative analysis best practices, a team of analysts reviewed all verbatim responses, grouped them into themes, revised and refined themes over two rounds, and tracked the frequency of comments that fell within these themes. Comments often fell into more than one theme.

Key findings emerging from the Indigenous and stakeholder engagement programs were analyzed separately to identify key themes, interests and experiences unique to each of these groups.





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Part 4. Indigenous engagement program

The City of Calgary values its relationship with Indigenous Communities and continues to look for opportunities to strengthen its relationship. The City sought to engage each of the eight Indigenous Communities present in the region: the Treaty 7 First Nations, including the Blackfoot Confederacy Nations of Siksika, Kainai and Piikani, Tsuut’ina Nation, and the Stoney Nakoda Nations of Bears paw, Chiniki, and Wesley, as well as the Métis Nation of Alberta Region 3.

Following the initial communications and invitations, meeting coordination and agenda co-creation, The City, with the help of an Indigenous engagement consultant, held the following meetings:

October 10: An introductory meeting, including an overview presentation, was held with representatives of the following Nations: Chiniki Nation, Wesley Nation, Bears paw Nation, Piikani Nation, Siksika Nation, and Tsuut’ina Nation. The meeting was attended by representatives from The City of Calgary, including Mayor Naheed Nenshi, Coun. Evan Woolley (as Chair of the 2026 Olympic and Paralympic Winter Games Assessment Committee), Coun. Diane Colley-Urquhart and the City Secretariat, representatives from The Treaty 7 Chiefs’ Association, and the Indigenous engagement consultant.

October 18: An introductory meeting, including an overview presentation, was held with representatives from the Métis Nation of Alberta Region 3. The meeting was attended by representatives from The City of Calgary, including Counc. Evan Woolley (as Chair of the 2026 Olympic and Paralympic Winter Games Assessment Committee) and the City Secretariat and the Indigenous engagement consultant.

October 23: A Territorial and Homeland Welcome and introductory meeting was held with representatives from Siksika Nation, Piikani Nation, Tsuut’ina Nation, The Stoney Nakoda - Tsuut’ina Tribal Council (G4), Métis Nation of Alberta Region 3, and Treaty 7 Chiefs’ Association. The meeting was attended by representatives from the International Olympic Committee, The City of Calgary, including Counc. Evan Woolley (as Chair of the 2026 Olympic and Paralympic Winter Games Assessment Committee) and the City Secretariat, Calgary 2026 and the Indigenous engagement consultant.

Introductory meetings with Indigenous Communities began with an acknowledgement of traditional protocol and introductory remarks from each organization in attendance. This was followed by a presentation delivered by Counc. Evan Woolley providing general background information on the Games and The City’s assessment of high-level benefits and risks based on Calgary 2026’s draft hosting plan. The presentation was followed by a facilitated open dialogue session. The October 10 meeting was co-facilitated by the Treaty 7 Chiefs’ Association and the Indigenous engagement consultant, while the October 18 meeting was facilitated by just the the Indigenous engagement consultant.

The Territorial and Homeland Welcome was hosted by Calgary 2026 and was designed as an opportunity for Indigenous Communities to welcome representatives from the International Olympic Committee to the Traditional Territory of the Treaty 7 Nations and the Métis Homeland. The meeting began with Territorial and Homeland welcomes and opening remarks from each organization in attendance. This was followed by an open dialogue session where representatives could discuss topics of interest related to The Games and Calgary’s decision on whether or not to bid. The meeting was facilitated by the Indigenous engagement consultant.

Refer to Figure 5 for the Indigenous engagement meeting presentation deck.

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Figure 5. Indigenous engagement meeting presentation deck

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Calgary 

2026 Olympic and Paralympic Winter Games Indigenous Engagement

October, 2018

Calgary 

Agenda

- 1 PROTOCOL
- 2 INTRODUCTIONS
- 3 OVERVIEW PRESENTATION
- 4 ROUNDTABLE DISCUSSION

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Figure 5. Indigenous engagement meeting presentation deck

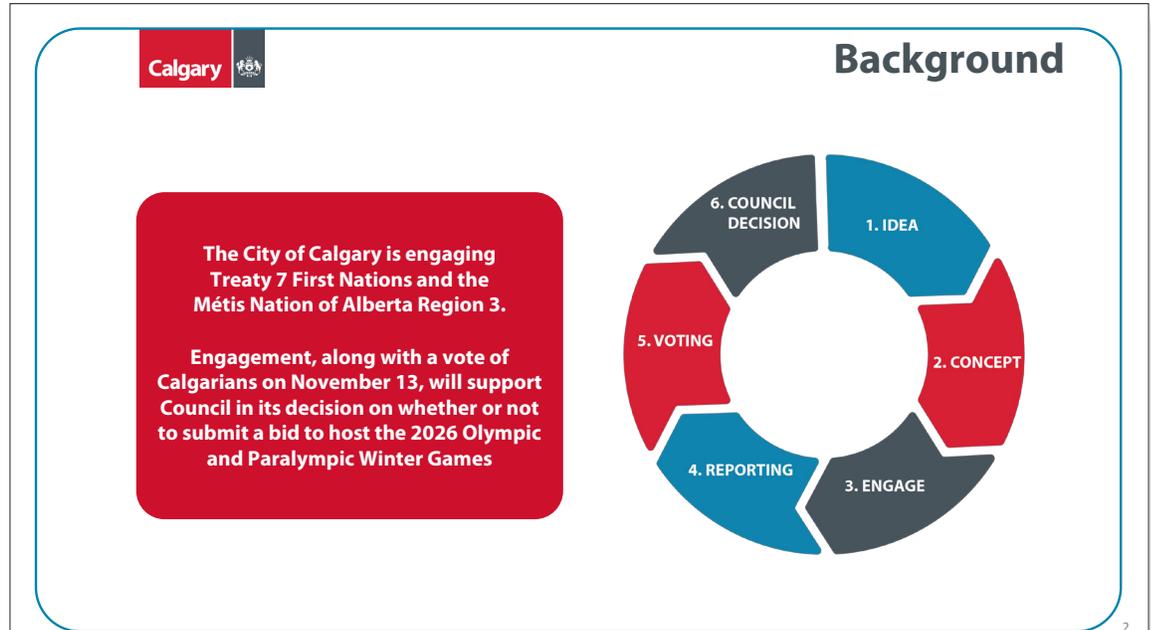
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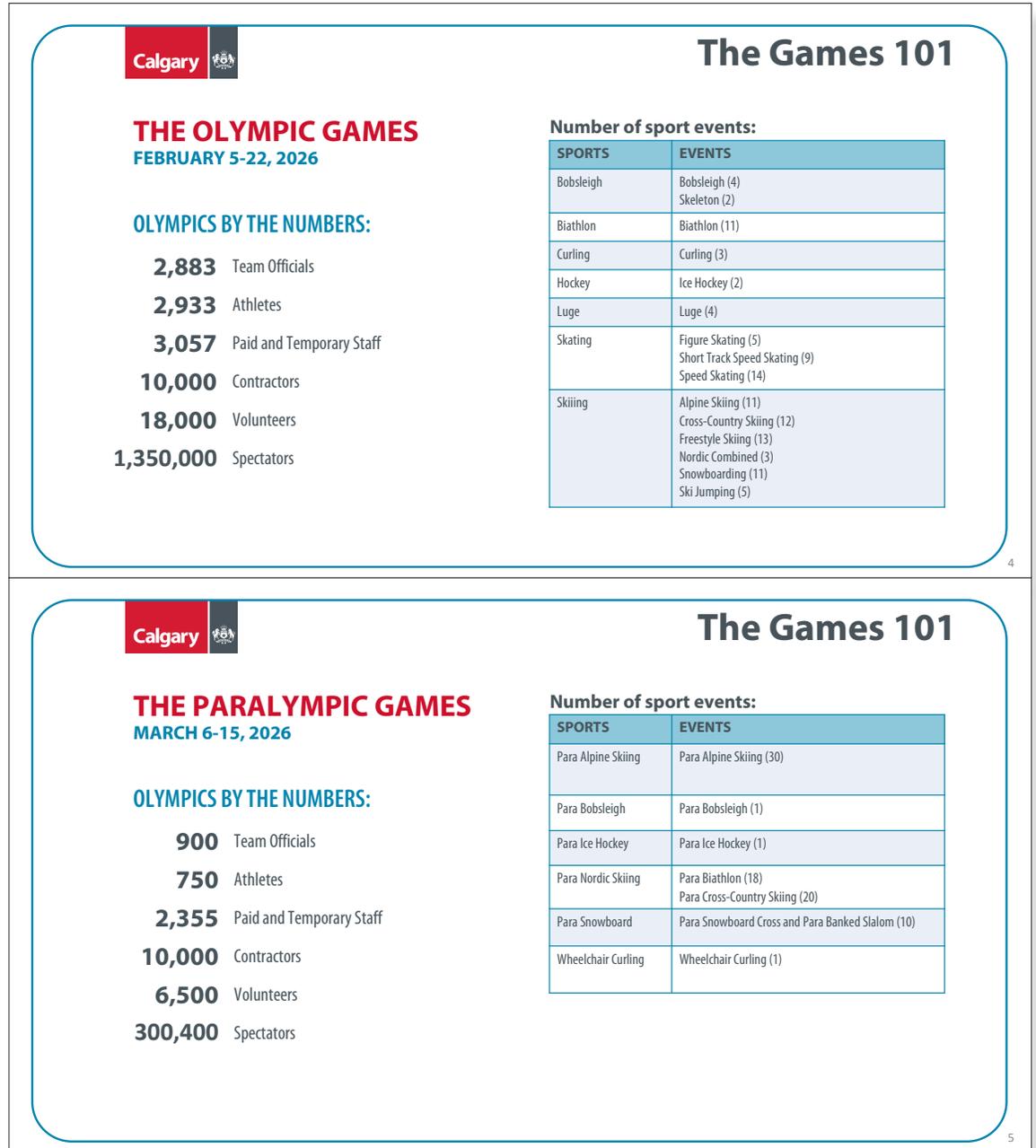
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Figure 5. Indigenous engagement meeting presentation deck



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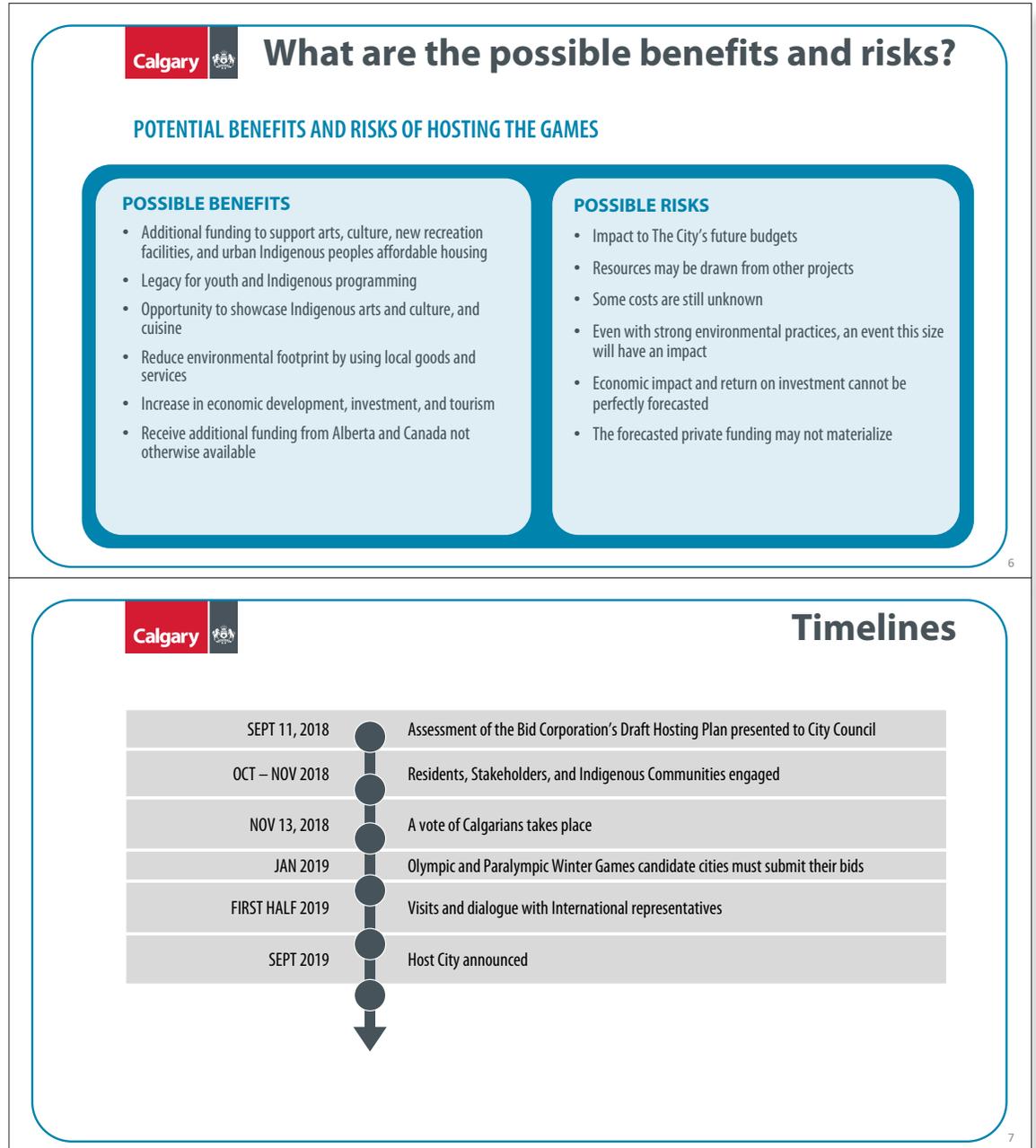
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Figure 5. Indigenous engagement meeting presentation deck



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Figure 5. Indigenous engagement meeting presentation deck

City of Calgary's Key Areas of Interest

Will hosting the games help or hinder Calgary's future?

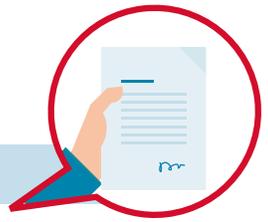
- Community:** The potential social and cultural impacts that hosting the Games could have on community and Calgarians' well-being. Aspects include affordability, accessibility, arts and culture, and volunteerism.
- Venues and facilities:** The proposed venues and facilities that would be upgraded or built to host the Games.
- Environment:** The potential impacts on Calgary's urban and natural environments and how these could be addressed.
- Economy:** A cost-benefit analysis of the draft hosting plan, which also includes tourism and the overall reputation of Calgary on the world stage.
- Costs:** The projected costs of the Games, potential funding sources and what they would cover.

Roundtable

The City of Calgary would like to understand Indigenous Communities' key areas of interest. To start our conversation, below are some broad discussion questions.

- Should The City decide to pursue a bid to host The Games, how do you see the ongoing involvement of your Nation or Indigenous peoples more broadly?
- What types of impacts do you foresee? How could your knowledge and participation help to minimize those impacts?
- What types of benefits for Indigenous youth do you think could come from hosting the Games? What special considerations, programs, or initiatives should be put in place to support Indigenous youth?
- How may Calgary hosting The Games contribute to larger community objectives, including our relationships with Indigenous Communities, peoples, and reconciliation generally?
- Are there any other questions, considerations, opportunities, priorities, or thoughts etc. you wish to share with The City of Calgary about its decision to bid on The Games or The Games themselves?





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Part 5. Governance

To ensure the engagement program’s transparency and accountability to the public, City Council appointed the Engagement Advisory Sub-Committee to support the 2026 Olympic and Paralympic Winter Games Assessment Committee. The Assessment Committee mandate is to provide oversight and guidance regarding The City’s potential participation in, and hosting of, the 2026 Olympic and Paralympic Winter Games.

City Council selected the following Sub-Committee members based on their skills and expertise in public and targeted community engagement and governance:

- Loren Falkenberg, Chair | University of Calgary
- Dani DeBoice | Suncor Energy
- Dave White | CivicWorks
- Marichu Antonio | ActionDignity

The Sub-Committee provided oversight, advice, assistance and guidance to The City of Calgary Assessment Committee’s engagement program, per their Terms of Reference laid out in Figure 6 below.

The Sub-Committee hired and guided Context Research Ltd, the third-party public engagement and communications firm that designed and delivered the program. ChangeMakers Communications Inc., Aaron Aubin Consulting Inc. and Russell Public Relations Inc. supported Context with creative services, the Indigenous engagement program and communications and media relations, respectively.

Figure 6. Engagement Advisory Sub-Committee - Terms of reference and mandate

Engagement Advisory Sub-Committee - Terms of reference and mandate

The Engagement Advisory Sub-Committee is a Council-appointed advisory sub-committee of the 2026 Olympic and Paralympic Winter Games Assessment Committee, which was established by Council at the 2018 April 16 Regular Hearing Meeting of Council.

Purpose

The primary role of the Engagement Advisory Sub-Committee is to provide oversight, advice, assistance and guidance to the Assessment Committee’s engagement program. The engagement program will provide Calgarians with balanced, and fact-based information and engagement opportunities related to a potential bid and hosting for the 2026 OPWG.

Background

The City of Calgary, along with the Government of Alberta (GoA) and the Government of Canada (GoC), is in the process of determining whether to pursue a bid and host the 2026 Olympic and Paralympic Winter Games (OPWG). With a focus on corporate responsibility and transparency and public accountability, The City of Calgary will engage with citizens, community and affected stakeholders. This approach requires a robust public engagement to gain a comprehensive understanding of community sentiment related to a potential bid and hosting.





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Figure 6. Engagement Advisory Sub-Committee - Terms of reference and mandate

There is significant value to The City of Calgary in providing a best practice, inclusive and unbiased stakeholder engagement and communications program. In addition, the feedback gathered could inform other City-wide strategies.

Qualifications

This Engagement Advisory Sub-Committee is appointed by City Council, based on a combination of competencies including, but not limited to:

- Proven track record of overseeing large-scale unbiased public engagement initiatives;
- Familiarity with major events like the Olympics;
- Experience in procurement processes and holding contracted vendors accountable;
- Experience in reaching diverse audiences through a number of communication and engagement tactics;
- Experience working on building and upgrading large private or public infrastructure projects;
- Experience/knowledge of Calgary recreational and cultural facilities;
- Experience hosting large scale events focused on stimulating the economy;
- Strong relationship-building competencies with ties to a diverse community-based network; and
- Experience with Government Relations.

The initial composition of the Engagement Advisory Sub-Committee was reviewed and approved by Council at the 2018 May 16 Strategic Meeting of Council. If Sub-Committee members require external advisors to participate in the Sub-Committee, based on expertise or experience, on an interim basis, members can exercise that decision. Adding new formal members, in addition to the existing four members, requires Council approval.

Mandate

The mandate of the Engagement Advisory Sub-Committee is to provide oversight, advice, assistance and guidance to the City Council Assessment Committee's engagement program. The engagement program will provide Calgarians with balanced, and fact-based information and engagement opportunities related to a potential bid and hosting for the 2026 OPWG.

Guiding principles

The Engagement Program will be designed to reflect the diverse and varied interests of Calgarians and key stakeholders. The following principles have been and will continue to be used to guide the development and execution of the Engagement Program:

Accountable: Uphold the commitments The City makes to its citizens and stakeholders, by demonstrating the results and outcomes of the engagement processes align with the approved plans for engagement.

Citizen-centric: Focus on hearing the needs and voices of both directly impacted and indirectly impacted citizens.

Diversity: Focus on getting input from a wide range of Calgarians from different backgrounds and demographics: Seniors, youth, men, women, LGBTQ2S, Indigenous, newcomers, etc.

Inclusive and authentic: Facilitate meaningful involvement of all stakeholders; listen and gather input, and work collaboratively to address concerns. Be fair, open and unbiased.

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Figure 6. Engagement Advisory Sub-Committee - Terms of reference and mandate

Neutrality: Information shared with the public and stakeholders will be factual and neutral. The engagement program does not take one side over the other, will not be a ‘cheerleader’ for the Olympics and will focus on providing all stakeholders with pertinent, factual, neutral information (both positive and negative) as it pertains to Calgary potentially hosting the Games.

Respect: Respect individual values, recognize the legitimacy of concerns and value stakeholder input. Where required, reframe the discussion and customize the approach to the stakeholder.

Responsive and Committed: Use input and, where feasible, provide timely feedback to stakeholders on how their input has affected plans and decisions.

Timeliness: Initiate engagement and communications as early as possible to provide adequate time for stakeholders to assess information and provide input.

Transparency (open and honest): Commitments made to stakeholders will be documented and carried out. When the Project is unable to act on input, an explanation will be provided. Be clear as to how we respond to and deal with issues – what we own vs. influence, what we need to be involved in, what others need to respond to, etc.

Role of the Engagement Advisory Subcommittee

The focus of the Engagement Advisory Sub-Committee is the development and oversight of an engagement program that is adaptable to address unique circumstances or issues specific of a potential Bid. The program must be designed to be fit-for-purpose and iterative, and evolve in response to unique interests and objectives of stakeholder groups. The Engagement Program must be designed to foster participation from all Calgarians who have an interest in understanding the scope and activities of a potential Bid. The Engagement Advisory Sub-Committee will be responsible to:

- Oversee development and approval of an engagement program, including a Request for Proposal and selection of a successful consultant;
- Approve changes to scope, budget and schedule within the consultant’s workplan;
- Provide leadership and support to the execution of the program;
- Resolve issues and addressing risks as they emerge;
- Select and hold accountable a consulting firm to execute on the work; and,
- Manage progress reporting as appropriate.

Term

The Engagement Advisory Sub-Committee is expected to be in place from May 2018 to December 2018, or earlier should Council end the process of a potential bid.

Frequency of meetings

Meetings occur weekly, on Wednesdays, from 7:30-8:30 a.m., with the option of a second meeting during the week on Mondays, from 4:30-5:30 p.m. The Chair will determine the week before whether a Monday meeting is required. The Chair or Vice Chair will call other meetings as required.

Reporting

The Engagement Advisory Sub-Committee, through Administration or directly, will provide regular updates on all engagement activities, as well as summary reports to Assessment Committee.

Appendix B



Participation breakdown

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Public engagement participation

PART 2
Sector and organization leader participation

PART 3 Indigenous engagement participation

Appendix B: Participation breakdown

This appendix outlines the overall participation and representativeness of the engagement program.

Part 1. Public engagement participation

The project team interacted with approximately 30,000 residents and heard input from over 7,770 participants over the course of the four-week engagement program, consisting of:

- 27,454 visitors to the online Engage portal and 7,238 participants providing responses to the online engagement
- 819 Calgarians coming to the open houses and completing 216 feedback forms
- 1,067 Calgarians coming to the pop-ups and completing 320 surveys
- Some 680 English, 43 Tagalog, 44 Punjabi and 47 Traditional Chinese toolkits downloaded from the online Engage portal

The breakdown of engagement activities and participation rates are outlined in the chart below.

Engagement activity	Location	Date	Number of participants
Online engagement	Online at: calgary.ca/2026Games	October 2 to 28	7,238
Open houses	Dalhousie Community Association	October 16	226
	Hotel Blackfoot	October 17	111
	Cardel Recreation Centre	October 18	97
	Killarney/Glengarry Community Association	October 20	114
	Genesis Centre	October 23	166
	Calgary Marlborough Community Association	October 24	105
Pop-ups	University of Calgary campus	October 4	14
	Bow Valley College	October 5	30
	YMCA - Quarry Park	October 9	110
	YMCA - Rocky Ridge	October 10	100
	Plus 15 network	October 12	25
	Flames Game	October 19	165
	Plus 15 network	October 19	42
	Stampeders Game	October 20	140
	Chinook C-Train	October 21	110
	Southern Alberta Institute of Technology (SAIT)	October 23	110
	Wyckham House MRU	October 24	53
	Kahannof Centre	October 25	102
Plus 15	October 26	66	

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Targeted community outreach	
Toolkit discussions with ActionDignity ethnocultural members	<ul style="list-style-type: none"> • Staff training on toolkit facilitation – 9 participants • Cultural brokers and leaders – 31 participants • Seniors and youth – 45 participants • Youth leaders - 16 participants
Digital toolkit distribution to ActionDignity members	<ul style="list-style-type: none"> • 241 members received digital toolkit



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PART 1
Public engagement participation

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Sector and organization leader participation

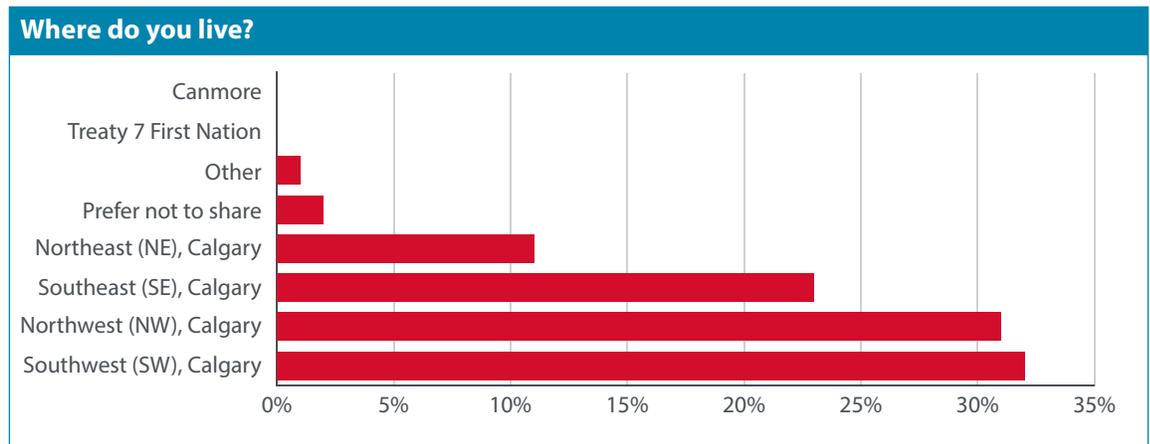
PART 3 Indigenous engagement participation

Public engagement demographic breakdown

To ensure the project team heard from Calgary's diverse population, participants were asked to share some basic demographic information. Approximately 73% of participants, completed the series of demographic questions at in-person events or via the online engagement platform.

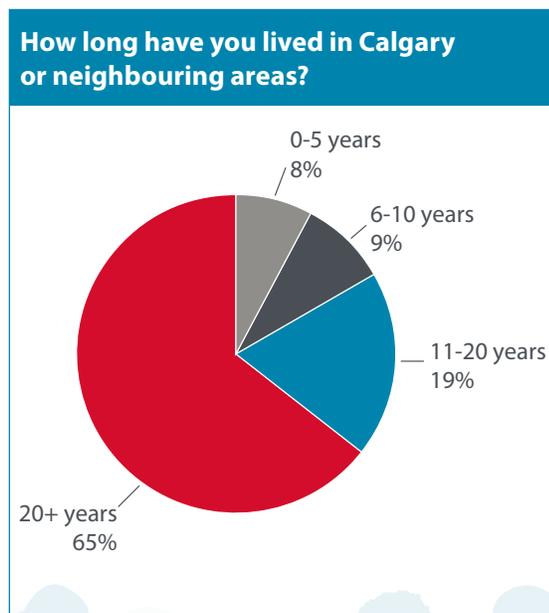
The following figures show the demographic breakdown of the participants who elected to provide their demographic information.

Neighbourhood representation

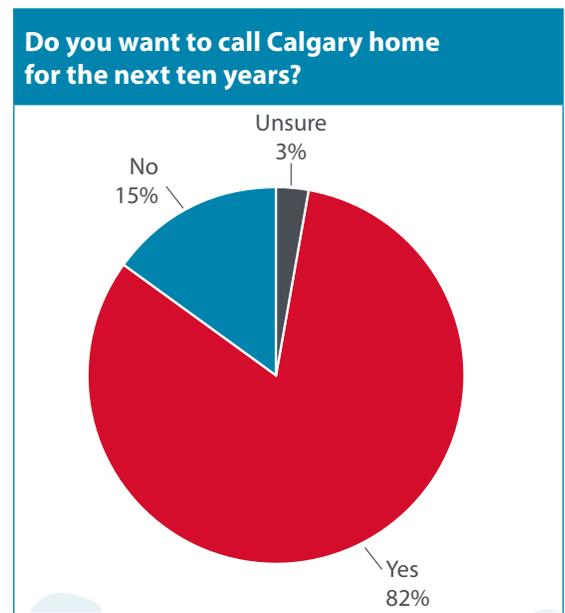


Residents from Treaty 7 First Nation and Canmore participated in the online engagement; however, the participant breakdown does not capture percentages less than 1%.

Length of residence



Future in Calgary



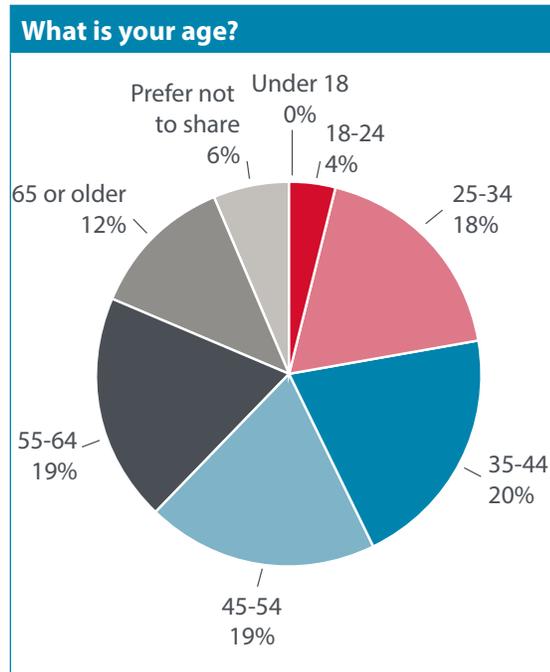
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Public engagement participation

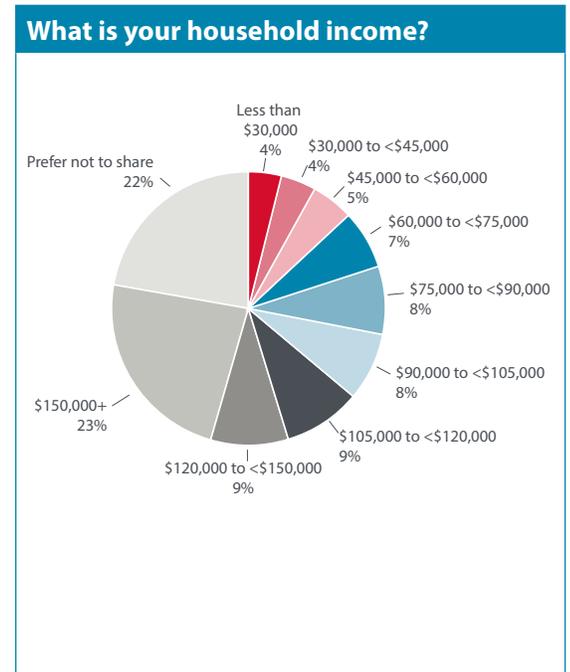
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Indigenous engagement participation

Age

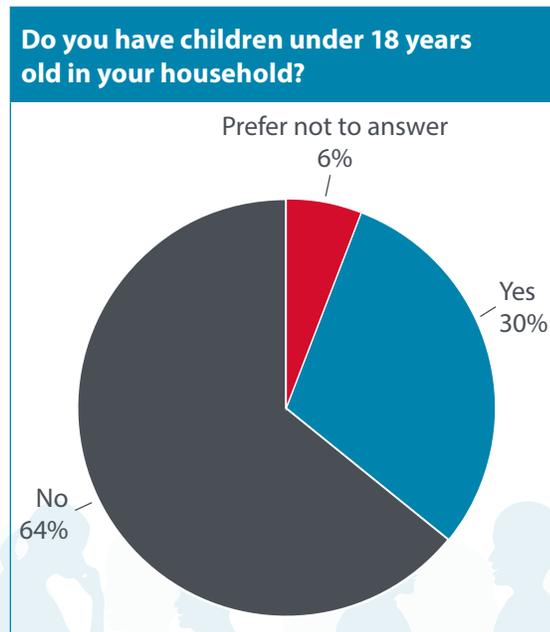


Income



Participants under 18 years old participated in the online engagement; however, the participant breakdown does not capture percentages less than 1%.

Children in household





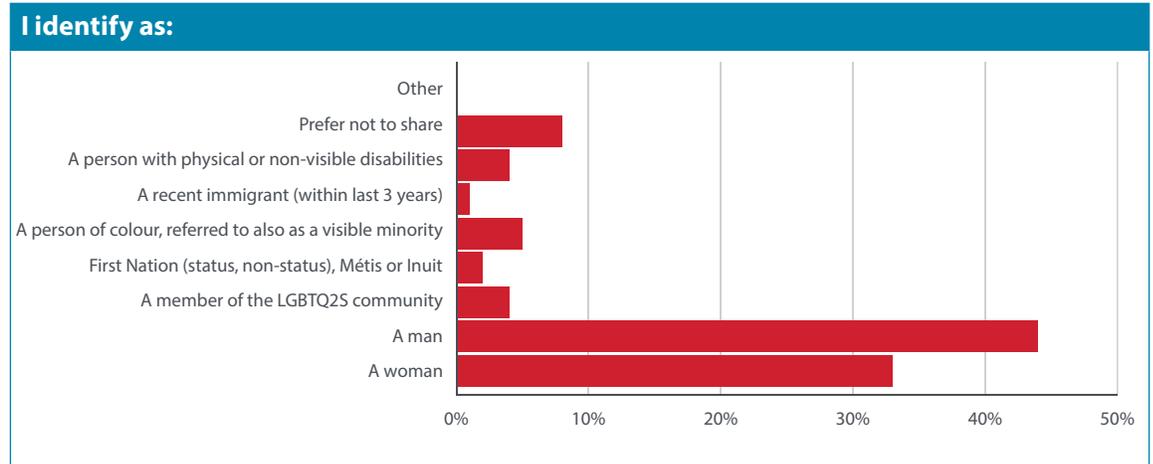
Appendix B

PART 1
Public engagement participation

PART 2
Sector and organization leader participation

PART 3
Indigenous engagement participation

Identities



Please note this question allowed participants to select multiple responses. Note that LGBTQ2S stands for Lesbian, Gay, Bisexual, Transgender, Queer and Two-Spirit, and is meant to include all who self-identify along a fluid sexuality and gender spectrum.

Part 2. Stakeholder workshop participation

Some 189 organizations were invited to attend the in-person stakeholder workshop representing the following sectors:

- Active modes
- Arts and culture
- Business
- Civic partner
- Community
- Educational institutions
- Emergency services
- Environment
- Industry
- Interest groups
- Multicultural
- Private
- Social support
- Sport

Four participants attended the workshop representing perspectives from the sport and community sectors.

Part 3. Indigenous engagement participation

The following Indigenous Communities and affiliated organizations were invited to attend in-person meetings held during the 2026 Olympic and Paralympic Winter Games bid engagement program: Tsuut'ina Nation, the Blackfoot Confederacy Nations of Siksika, Kainai Nation, and Piikani, the Stoney Nakoda Nations of Wesley, Chiniki, and Bearspaw, The Stoney Nakoda - Tsuut'ina Tribal Council, The Treaty 7 Chiefs' Association, the Métis Nation of Alberta Region 3, and the Métis Local 87.

At the time of publication, meetings had not yet been held with representatives from Kainai Nation or the Métis Calgary Local 87. The City of Calgary and the Indigenous engagement consultant will continue to seek opportunities to meet directly with representatives from Kainai Nation and the Métis Calgary Local 87 beyond the reporting time limitations.

Appendix C



Meeting summaries and comments

Appendix C

▶ PART 1
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meeting summaries

PART 2
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Appendix C: Meeting summaries and comments

This appendix contains the meeting summaries from the interest group meetings and the sector and organization leader workshop.

Over 1,000 pages of public verbatim comments and feedback forms were gathered from this engagement program. All consolidated public verbatim comments are available on The City's online Engage portal at engage.calgary.ca.

Part 1. Interest group meeting summaries

This section contains high-level and non-exhaustive summaries of key points expressed by the interest groups (groups) during the one-on-one meetings.

At each meeting, the project team provided an overview of the engagement program and corresponding information materials, such as the toolkit.

Meeting 1 - YES Calgary 2026 October 1, 2018

At this meeting, held October 1 at QED Marketing, the project team presented a selected member of Yes Calgary 2026 Society (YES Calgary) with the engagement plan, including all supplementary materials. YES Calgary (or "the group") expressed concern with the plan, particularly in regards to the toolkit content and materials and the project's team ability to maintain a neutral approach

The group also expressed concerns with three primary facets of the engagement program:

Vote 2018:

- The group questioned whether The City has a target for voter participation - and, if so, what it is - particularly in light of Vancouver's recent plebiscite, which had a 46% voter turnout

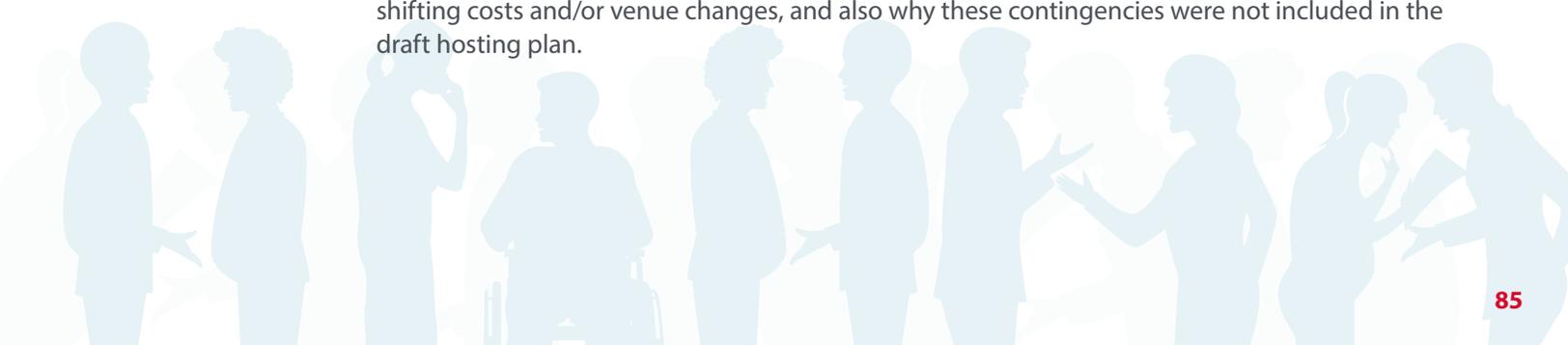
Pop-up locations:

- The group is concerned with the pop-ups being held inside stadiums, as facilities are a topic of conversation

Risks and benefits:

- The group expressed concern that risks and benefits presented in the engagement materials appeared speculative and do not appear to be based on data or evidence
- The group was also concerned that the risks presented in the Venues and Facilities stream are based on funding

YES Calgary questioned how the bid would be affected by any changes that come up, including shifting costs and/or venue changes, and also why these contingencies were not included in the draft hosting plan.



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Apart from concerns with language (as detailed above) YES Calgary was pleased with how the engagement plan and associated information was presented. The group was impressed with the approach of having five topics of conversation as the basis for engagement, particularly in regards to information about Venues and Facilities and Cost.

Meeting 2 - Federation of Calgary Communities October 1, 2018

On Oct 1, the project team presented representatives of the Federation of Calgary Communities (the Federation) with the engagement program plan, including all supplementary materials. The Federation expressed three main concerns with the engagement program: the information materials and engagement questions are presented in ways that not accessible, nor do they help individuals understand the impact of a potential (and potentially successful) bid; the neutrality of the third-party engagement firm is not evident to engagement participants; and, that stakeholder engagement opportunities should have included evening options to accommodate working hours during the day.

Other comments are summarized below, according to the five topics of conversation.

Community

The Federation expressed disappointment in how the 1988 Games impacted community and indicated that:

- Plans for past Games came with many unfulfilled promises of affordable housing, which will likely lead to cynicism on the part of Calgarians; however, the potential for affordable housing could be appealing for some, if there are concrete plans to bring it to fruition (this, they indicated, is both a large opportunity and a large risk)
- There is potential impact on community groups and volunteerism but a plan is needed to bring them together to work for shared benefit
- Language in engagement materials is too formal and come across as intended for The City and its sectors rather than average Calgarians
- Plans are required to ensure that the Games enhances arts and culture and also that the impact goes beyond “just the two weeks” of the Games
- The Federation questions how the Games could encourage stakeholders to connect groups when future benefits are unclear or misunderstood

Venues and Facilities

The Federation noted that it is unable to determine whether the Games would benefit venues and facilities without a dollar figure and understanding fully what the upgrades mean to the average taxpayer. Additionally, the Federation indicated:

- A need to understand how the Stampeders and Flames fit into the conversation and if or how the legacy of the Games would impact their organizations
- That the benefits and risks described in the topic’s one-pager summary could be perceived as biased and benefit-heavy



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▶ PART 1 Interest group meeting summaries

PART 2 Sector and organization leader workshop summary

- That plans proposed in the draft hosting plan are a temporary solution and don't take into account how new facilities would impact Calgary as a whole
- A need to plan for and position facility upgrades and/or infrastructure as a legacy that "regular" Calgarians - not just athletes or high-income citizens - could utilize afterwards

Environment

The Federation took issue in relation to environmental considerations, such as energy and transportation, and other means of travel are required for certain events. Additionally, the Federation felt the description in the information material was benefit-heavy and "jargony" and indicated a need to go deeper than just creating policy when dealing with environmental impact such a large event (e.g. creating meaningful environmental programs and initiatives that the average citizen can engage with).

The Federation cited a number of specific concerns with current environmental considerations including:

- The fact that people will likely be cynical discussing the bike paths in the winter
- Encouraging public transit needs to take into consideration the impact on Calgarians' daily commute and long-term effects of these plans
- The plan doesn't include transportation risks such as not having adequate service and capacity and sites being off the transit grid

Economy

The Federation expressed concerns that the draft hosting plan minimizes how much the Games will cost and also that Calgarians will want to know how economic plans and considerations will affect them directly. The Federation noted that it's ultimately up to The City and Tourism Calgary to decide "whether Calgary is on the map" and that what Calgarians need is a way to understand how the Games could impact job and industry growth and the potential for future sporting events and athletic development. The Federation pointed to the plan missing information about economic diversification - a consideration it feels is important as "we [Calgary] are too dependent on one resource" and that this could be a solution.

Cost

The Federation reiterated that the full cost is likely unknown, but noted a number of benefits including the likelihood that being a North American city will bring more investors and advertisers due to prime-time broadcasting and the future investment that building new facilities now could save children and future generations. It also questioned whether Calgarians would be able to afford to take families to events and whether citizens could end up facing many years of property tax increases and a legacy of debt left for future generations.



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Meeting 3 - Calgary Chamber of Voluntary Organizations October 3, 2018

On October 3, the project team presented representatives of the Calgary Chamber of Voluntary Organizations (CCVO) with the engagement program plan, including all supplementary materials.

CCVO noted a concern that benefits laid out in the plan and engagement materials appear to focus on the medium and long-term whereas risks are presented as short-term and limited mostly to the duration of the games. They also expressed a concern that the plan relies heavily on individual attendees or volunteers to minimize environmental impacts and also that it seems to miss stating a number of community risks.

CCVO questioned what the benefits of hosting the Games are to Calgary's reputation and whether Canmore and Bow Valley are involved in the process.

The CCVO was pleased to see non-profits included as part of the process, but indicated they would have preferred to help fill other stakeholder events rather than participating in an event just for themselves. They also noted a desire for both major private sector companies with Calgary-based head offices and human services sector organizations (e.g. arts and cultural, religious and environmental organizations) to be involved in the feedback process.

Meeting 4 - No Calgary October 3, 2018

On October 3, the project team presented representatives of No Calgary (the group) with the engagement program plan, including all supplementary materials. The group expressed a number of concerns with the engagement process and the source of information presented as part of this process.

The group indicated a number of concerns with the engagement program itself, particularly:

- Perceived bias in the engagement questions
- Displeasure that the overall engagement process did not include the YES and No campaigns, as the group feels such involvement would have been more fully informative for citizens
- That they feel the reporting process is unclear, as they question how new information will be presented throughout
- The decision-making process, as it was their understanding that the City Secretariat has said the plebiscite is the final decision source while the engagement program indicates that there are multiple factors at play
- A perceived lack of data sources in the information presented
- Whether engagement facilitators are prepared to address all questions asked throughout all engagement opportunities
- A perceived lack of transparency due to some considerations not being addressed in the hosting plan
- Perceived discrepancies between the wording used by all parties involved
- Perceived lack of effort on The City's part to present a fulsome and deep hosting plan

The group also expressed concern with the way the plan talks about affordable housing - that it is not definitive but is being presented as such, which makes having conversations about the topic difficult and speculative.

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Meeting 5 - The Calgary Chamber October 4, 2018

On October 4, the project team presented representatives of The Calgary Chamber (the Chamber) with the engagement program plan, including all supplementary materials.

The Chamber spoke primarily to the impression it has received so far from its members, many of whom it said are reluctant to be vocal on any aspect of the Games (e.g. the Chamber sent a survey on the Games and a potential bid to its 8,000 members and received only 130 responses).

The Chamber noted that many are being impacted by the “heart connection” but that the “head connection” is and will continue be harder to earn as cost and other economic factors are a concern for many in the business community.

The Chamber pointed out a number of concerns, including a mistrust due to the perception that data sources for the information are unclear and a notion that the potential bid is politically motivated and an attempt at a “Mayor’s legacy.”





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Part 2. Sector and organization leader workshop summary

The project team facilitated one workshop to gain insight into how sector and organization leaders view the potential bid submission. Representatives from the private and non-profit sector were invited to attend the workshop along with community organizations and groups. This section contains a high-level and non-exhaustive summary documenting some key points expressed by participants during the workshop.

Participants were asked the same question in relation to each of the five topic areas (*Community, Venues and Facilities, Environment, Economy and Cost*): *What do you see as the top issue or opportunity from Calgary hosting the Games?*

Community

The majority of comments focused on two main topics: culture as it relates to ethnicity, and the arts and cultural sector.

Specifically, participants noted an issue with a perceived lack of cultural considerations in the plan and a need to make a more deliberate effort to involve ethnic and immigrant Calgarians with inclusive language, events and community engagement. They noted many ethnic communities felt excluded by the 1988 Games. Some participants see an opportunity for the Games to lead conversations about who we are as Canadians, particularly in relation to multiculturalism and Indigenous identity.

On the arts and cultural side, participants recognized the benefit of Arts Commons being developed for the 1988 Games and noted the continuing legacy for the arts community; however, they also noted that LRT and a number of other culture-building initiatives could also benefit from the proposed funding in the draft hosting plan.

Venues and Facilities

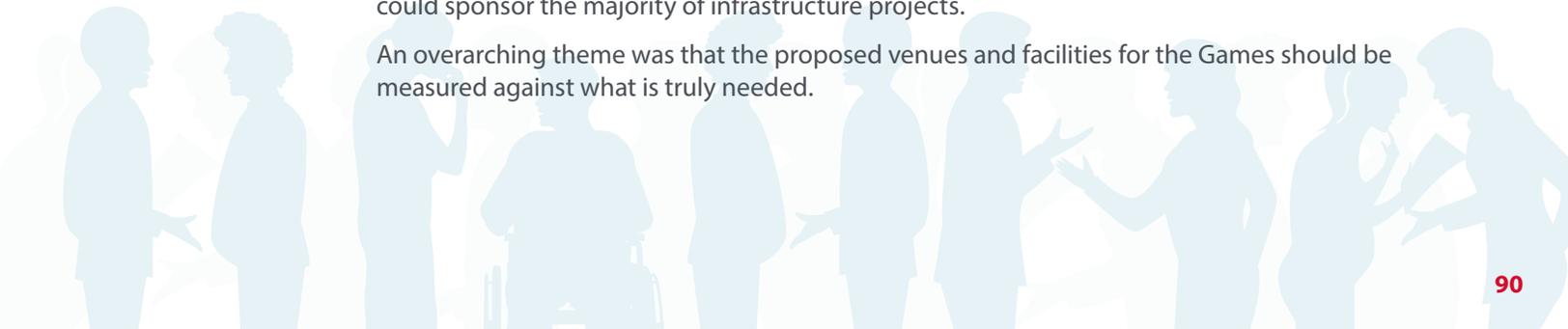
Participants were able to discuss a number of both opportunities and issues in relation to the proposed new and upgraded venues and facilities in the draft hosting plan.

One benefit identified was in regards to getting creative when it comes to facility use. Participants suggested that a number of aging sports facilities could be rejuvenated, while others could be used as-is, and others still could be considered from outside the greater Calgary area (e.g. the suggestion was made to hold hockey in Edmonton and curling in Red Deer, where new facilities already exist). Some raised the question of whether investment in infrastructure would pose long-term gains for Calgarians, or just serve Olympians and sit unused in the future.

Participants also noted that there is a certain recognition that comes with hosting a Games; the 1988 Games created a legacy for a number of communities (including Canmore, which went from a mining town to a winter sport town) and “allowed Calgary to be where it is today” as it relates to infrastructure.

At the same time, participants wondered whether the investment in Games-related infrastructure would take away from other, more needed programs and City services and whether private firms could sponsor the majority of infrastructure projects.

An overarching theme was that the proposed venues and facilities for the Games should be measured against what is truly needed.



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Environment

Participants talked less about specific opportunities or issues for Calgary and looked more at providing solutions and suggestions for lessening environmental impact. In particular, participants questioned:

- Whether The City could use lands that already support housing and community growth for athletes, such as Bridgeland as an Olympic village
- What type of public-private partnerships could be implemented to ease environmental impact
- Whether hosting the Games would impact energy pipeline development
- How the hemp business and related agriculture projects could play into planning
- How transportation links will be made to Canmore and other sites

Economy

Most participants voiced concern that the economic risk of hosting the Games outweighs the potential value. It was noted that:

- Existing and new infrastructure won't mean better housing, arts, culture and trade, and that these are the areas that add value to any initiatives
- Job growth will be temporary
- The tax base won't increase proportionately to greater economic trends
- Removing demonstration sports from the Games could reduce the scale and cost, and therefore improve economic projections
- Television and the North American time zone presents large opportunities for both showcasing Calgary and recruiting advertisers

Participants also voiced concern that IOC planners are getting desperate for someone to make a bid and that Calgary has a bargaining opportunity since "the IOC needs Calgary more than Calgary needs the IOC."

Ultimately, participants were not opposed to hosting a Games in the grand scheme but indicated a feeling that the current proposal doesn't create "the right recipe" for a successful, economically beneficial Games.

Costs

Participants returned once again to the opportunities presented by television and advertising. They noted that the projected revenue in this area seems small compared to its potential, and that the growth of digital (non-television) watching could allow a larger (Amazon-scale) partnership to come on board as a media sponsor.

Additionally, participants suggested that the right leaders are required to manage and oversee budgets and - if Calgarians (and their tax base) cannot fund the games - private sponsorship would be very much required, along with a rethink of how the Games are funded.

Additional comments

Participants engaged in a larger conversation about looking at opportunities beyond the status quo and focusing on how Calgarians can bring forward the "right" leadership in government and business.

They talked about how The City must engage in scenario-based, "big vision" planning, looking at what is needed and planning how to get there, rather than debating "dollars instead of outcomes."