



REVISED AGENDA

2026 OLYMPIC AND PARALYMPIC WINTER GAMES ASSESSMENT COMMITTEE

June 19, 2018, 1:00 PM
IN THE CALGARY POWER RECEPTION HALL
Members

Councillor E. Woolley, Chair
Councillor P. Demong, Vice-Chair
Mayor N. Nenshi
Councillor D. Colley-Urquhart
Councillor D. Farrell
Councillor R. Jones
Councillor J. Magliocca

1. CALL TO ORDER
2. OPENING REMARKS
3. CONFIRMATION OF AGENDA
4. CONFIRMATION OF MINUTES
 - 4.1 Minutes of the Regular Meeting of the 2026 Olympic and Paralympic Winter Games Assessment Committee, 2018 June 12
5. POSTPONED REPORTS
(including related/supplemental reports)
None
6. ITEMS FROM OFFICERS, ADMINISTRATION AND COMMITTEES
 - 6.1 Update from the Chair, Vice-Chair and City Manager, June 19 (Verbal), OPC2018-0790
 - 6.2 *2026 Olympic and Paralympic Winter Games Sustainability, OPC2018-0784*
Attachment 3 held confidential subject to Sections 23, 24 and 25 of FOIP.
 - 6.3 *2026 Olympic and Paralympic Winter Games Public Engagement Update (Verbal), OPC2018-0736*

7. ITEMS DIRECTLY TO COMMITTEE

7.1 REFERRED REPORTS
None

7.2 NOTICE(S) OF MOTION
None

8. URGENT BUSINESS

9. CONFIDENTIAL ITEMS

9.1 ITEMS FROM OFFICERS, ADMINISTRATION AND COMMITTEES
None

9.2 URGENT BUSINESS

10. ADJOURNMENT



MINUTES

2026 OLYMPIC AND PARALYMPIC WINTER GAMES ASSESSMENT COMMITTEE

**June 12, 2018, 9:30 AM
IN THE CALGARY POWER RECEPTION HALL**

PRESENT: Councillor E. Woolley, Chair
Councillor P. Demong, Vice-Chair
Mayor N. Nenshi
Councillor D. Colley-Urquhart
Councillor D. Farrell
Councillor R. Jones
Councillor J. Magliocca

ALSO PRESENT: City Manager J. Fielding
City Solicitor and General Counsel G. Cole
Acting City Clerk M. A. Cario
Legislative Assistant J. Lord Charest

1. **CALL TO ORDER**

Councillor Woolley called the Meeting to order at 9:32 a.m.

2. **OPENING REMARKS**

Councillor Woolley provided opening remarks.

3. **CONFIRMATION OF AGENDA**

Moved by Councillor Colley-Urquhart

That the Agenda for the 2018 June 12 Regular Meeting of the 2026 Olympic and Paralympic Winter Games Assessment Committee be confirmed.

MOTION CARRIED

Moved by Councillor Farrell

That Committee's decision with respect to the Confirmation of Agenda be reconsidered.

MOTION CARRIED

Moved by Councillor Farrell

That the Agenda for today's meeting be amended by adding the following items of Urgent Business:

- Item 8.1, Discussion Regarding Doping (Verbal), VR2018-0046; and

- Item 9.2.1, Confidential Discussion Regarding Directors (Verbal), VR2018-0047.

MOTION CARRIED

Moved by Councillor Demong

That the Agenda for the 2018 June 12 Regular Meeting of the 2026 Olympic and Paralympic Winter Games Assessment Committee be confirmed, **as amended**.

MOTION CARRIED

4. CONFIRMATION OF MINUTES

- 4.1 Minutes of the Regular Meeting of the 2026 Olympic and Paralympic Winter Games Assessment Committee, 2018 June 05

Moved by Councillor Demong

That the Minutes of the 2018 June 05 Regular Meeting of the 2026 Olympic and Paralympic Winter Games Assessment Committee be confirmed.

MOTION CARRIED

5. POSTPONED REPORTS

None

6. ITEMS FROM OFFICERS, ADMINISTRATION AND COMMITTEES

- 6.1 Update from the Chair, Vice-Chair and City Manager, 2018 June 12 (Verbal), OPC2018-0723

Introduction

Councillor Woolley introduced Scott Hutcheson, the newly appointed chair of the 2026 Olympic and Paralympic Bid Corporation in attendance to today's meeting. Mr. Hutcheson answered questions from Committee Members.

Moved by Mayor Nenshi

That Item 6.1, Verbal Report OPC2018-0723, be postponed to be dealt with during the Closed Meeting portion of today's Agenda.

MOTION CARRIED

Administration in attendance during the Closed Meeting discussions with respect to Report OPC2018-0723:

Clerk: M. A. Cario, J. Lord Charest. Advice: J. Fielding, K. Sveinunggaard, C. Smillie, H. Domzal. Legal: G. Cole, S. Steeves, M. Tolfree.

Moved by Mayor Nenshi

That with respect to Report OPC2018-0723, the following be approved:

That the 2026 Olympic and Paralympic Winter Games Assessment Committee direct that the Closed Meeting discussions with respect to Verbal Report OPC2018-0723 be kept confidential subject to Sections 23, 24 and 25 of the *Freedom of Information and Protection of Privacy Act*.

MOTION CARRIED

6.2 2026 Olympic and Paralympic Winter Games City Secretariat Update, OPC2018-0737

A PowerPoint presentation entitled "2026 Olympic and Paralympic Winter Games Assessment Committee", dated 2018 June 12, with respect to Reports OPC2018-0737 and OPC2018-0738, was distributed.

A PowerPoint presentation entitled "2026 Olympic and Paralympic Winter Games Assessment Committee City Secretariat Update (Report OPC2018-0737)" which is to remain confidential subject to Sections 23, 24 and 25 of the *Freedom of Information and Protection of Privacy Act*, dated 2018 June 12, was distributed at the Closed Meeting.

Moved by Mayor Nenshi

That Item 6.2, Report OPC2018-0737, be postponed to be dealt with during the Closed Meeting portion of today's Agenda.

MOTION CARRIED

Administration in attendance during the Closed Meeting discussions with respect to Report OPC2018-0737:

Clerk: M. A. Cario, J. Lord Charest. Advice: J. Fielding, K. Sveinunggaard, C. Smillie, H. Domzal. Legal: G. Cole, S. Steeves, M. Tolfree.

Moved by Councillor Demong

That with respect to Report OPC2018-0737, the following be approved:

That the 2026 Olympic and Paralympic Winter Games Assessment Committee:

1. Receive this report for information; and
2. Approve Attachment 1 to Report OPC2018-0737 and direct that Attachment 1 and the closed meeting discussions remain confidential pursuant to Sections 23, 24 and 25 of the *Freedom of Information and Protection of Privacy Act*.

MOTION CARRIED

6.3 2026 Olympic and Paralympic Winter Games Bid Book Overview, OPC2018-0738

Moved by Councillor Jones

That with respect to Report OPC2018-0738, the following be approved:

That the 2026 Olympic and Paralympic Winter Games Assessment Committee recommends that Council receive Report OPC2018-0738 for information.

MOTION CARRIED

7. ITEMS DIRECTLY TO COMMITTEE

7.1 REFERRED REPORTS

None

7.2 NOTICE(S) OF MOTION

None

8. URGENT BUSINESS

8.1 Discussion Regarding Doping (Verbal), VR2018-0046

Verbal Report VR2018-0046 was withdrawn from the Agenda for today's meeting by general consent.

9. CONFIDENTIAL ITEMS

9.1 ITEMS FROM OFFICERS, ADMINISTRATION AND COMMITTEES

None

9.2 URGENT BUSINESS

Moved by Mayor Nenshi

That the 2026 Olympic and Paralympic Winter Games Assessment Committee move into Closed Meeting, at 11:52 a.m., in the Council Boardroom, to consider confidential matters with respect to the following items subject to Sections 17, 19, 23, 24 and 25 of the *Freedom of Information and Protection of Privacy Act*:

- Item 6.1 Verbal Report OPC2018-0723
- Item 6.2 Report OPC2018-0737
- Item 9.2.1 Verbal Report VR2018-0047

MOTION CARRIED

Committee reconvened in public at 1:07 p.m. with Councillor Woolley in the Chair.

Moved by Mayor Nenshi

That Committee rise and report.

MOTION CARRIED

9.2.1 Confidential Discussion Regarding Directors (Verbal), VR208-0047

Administration in attendance during the Closed Meeting discussions with respect to Verbal Report VR2018-0047:

Clerk: M. A. Cario, J. Lord Charest. Advice: J. Fielding, K. Sveinunggaard, C. Smillie, H. Domzal. Legal: G. Cole, S. Steeves.

Moved by Councillor Jones

That with respect to Verbal Report VR2018-0047, the following be approved:

That the 2026 Olympic and Paralympic Winter Games Assessment Committee:

1. Approve Administration Recommendation 1 as discussed during the Closed Meeting; and
2. Direct that the closed meeting discussions with respect to Verbal Report VR2018-0047 remain confidential pursuant to Sections 17, 19, 23, and 24 of the *Freedom of Information and Protection of Privacy Act*.

MOTION CARRIED

10. ADJOURNMENT

Moved by Mayor Nenshi

That this meeting adjourn at 1:16 p.m.

MOTION CARRIED

The following item has been forwarded to the 2018 June 25 Regular Meeting of Council:

Consent:

2026 Olympic and Paralympic Winter Games Bid Book Overview, OPC2018-0738

The next Regular Meeting of the 2026 Olympic and Paralympic Assessment Committee is scheduled to be held on 2018 June 19 at 1:00 p.m.

CONFIRMED BY COMMITTEE ON

CHAIR

ACTING CITY CLERK

**City Manager's Office Report to
2026 Olympic and Paralympic Winter Games Assessment
Committee
2018 June 19**

**ISC: UNRESTRICTED
OPC2018-0784**

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2026 Olympic and Paralympic Winter Games Draft Sustainability Framework

EXECUTIVE SUMMARY

This report provides an overview of the Draft Sustainability Framework, which has been developed by the bid development project team as part of the 2026 Olympic and Paralympic Winter Games (OPWG), should Council decide to proceed with a bid. It is intended to give the 2026 OPWG Assessment Committee an overview of the evolution of sustainability within the Olympic Movement from 1994 when Environment was added as the third pillar of the Olympic Movement (joining Sport and Culture), to the International Olympic Committee's (IOC) core themes. Within Agenda 2020, recommendations were made to include sustainability in all aspects of the Games and within the Olympic Movement's daily operations.

Using previous Calgary Bid Exploration Committee (CBEC) work, IOC guidelines and subject matter expert support, the bid development project team has been working to develop components of a Draft Sustainability Framework, as well as prepare answers to the IOC Candidature Questionnaire. Further work will continue through the Calgary 2026 bid corporation and the City Secretariat.

ADMINISTRATION RECOMMENDATION:

The 2026 OPWG Assessment Committee recommends that Council:

1. Receive Report OPC2018-0784 for information; and
2. Direct that Attachment 3 remain confidential pursuant to Section 23, 24, and 25 of the *Freedom of Information and Protection of Privacy Act*.

And further that the 2026 OPWG Assessment Committee forward Report OPC2018-0784 to the 2018 June 25 Regular Meeting of Council as an Item of Urgent Business.

PREVIOUS COUNCIL DIRECTION / POLICY

Previous Council direction is contained in Attachment 1 of this report.

BACKGROUND

The IOC has focused on minimizing environmental impacts of the Olympic Games since the early 1990s. At the Centennial Congress in 1994, the IOC added Environment as the third pillar of the Olympic Movement, joining Sport and Culture. The concept of environmental sustainability has broadened to include balancing social, economic and environmental considerations in an approach referred to as "sustainability". This broader sustainability concept was the foundation for organizing the Vancouver 2010 and London 2012 Games, as both focused on social inclusion and legacy benefits, in addition to environmental stewardship.

The concept of sustainability emerged as a central tenet in the IOC's strategic direction document, Agenda 2020, approved in 2014. Agenda 2020 identifies three pillars for the future of the Olympic Movement: credibility, sustainability and youth. Following direction within Agenda 2020, a Sustainability Strategy was finalized in 2016 defining how sustainability applies across the Olympic

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Movement, and how sustainability should be included in all aspects of the Olympic Games. The IOC Sustainability Strategy Executive Summary can be found in Attachment 2.

Today, sustainability is embedded in the Host City Contract and Operational Requirements for host cities, and an Olympic Games Guideline for Sustainability has been produced to assist Games' organizers in fulfilling these requirements.

From the IOC's perspective, sustainability is an integral part of the Games concept planning and delivery, which can be a catalyst for lasting change and extends beyond sport to longer term sustainability objectives of the Host City, region and country. Many IOC documents refer to the importance of sustainability, for example

- Sustainability...is fundamentally about making informed, balanced decisions that minimize impacts and maximize benefits, both now and in the future¹
- Sustainability needs to be strongly bound into the ethos and organizational structure of the bodies responsible for delivery of the Games. This needs strong commitment, vision and leadership and – very importantly – an early start within the program²
- Sustainability...provides a framework and way of working that will optimize legacy opportunities.³

In the IOC's Sustainability Strategy from 2016, five sustainability focus areas were identified. These reflect areas of the IOC's activities that have the most significant interaction with sustainability. The focus areas are:

1. Infrastructure and Natural Sites
2. Sourcing and Resource Management
3. Mobility
4. Workforce
5. Climate

INVESTIGATION: ALTERNATIVES AND ANALYSIS

Calgary Bid Exploration Committee Sustainability, Recommendations

CBEC formulated 11 recommendations, (Attachment 3) that would form the core of a sustainability platform for the Games if a decision is made to pursue a bid. The recommendations relate to:

1. Strategy
2. Implementation plans
3. Management systems
4. Governance
5. Sustainability reporting
6. Stakeholder and public engagement strategy
7. Bid phase sustainability and legacy advisory committee

¹ Olympic Games Framework 2024, IOC to Candidates for the 2024 Summer Games.

² Olympic Games Guide on Sustainability, October 2017. Page 11.

³ Olympic Games Framework 2024, IOC to Candidates for the 2024 Summer Games.

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8. Green building
9. Ecosystem and habitat
10. Environmental impact assessments
11. Smart procurement

CBEC also provided additional sustainability-related recommendations on climate change and carbon management, waste management and transportation, as per Attachment 4. To prepare these recommendations, CBEC engaged relevant internal and external experts.

In early 2018, the bid development project team began to scope a workplan and allocate resources to implement CBEC's recommendations in preparation for a potential bid. Currently, the bid development project team has a team of two working specifically on the sustainability program: one is a City of Calgary Sustainability Strategies staff member and the second is a sustainability expert who worked on developing and implementing the Vancouver 2010 Games sustainability program. The sustainability team is working collaboratively with people from all disciplines, and, closely with the legacy team since sustainability, if identified, delivered, and then handed off post-games, will leave positive legacies. The legacy team includes a City of Calgary staff member and several external experts.

Taking into consideration the IOC's emphasis on sustainability as a pillar of the Olympic Movement, the 11 sustainability recommendations from CBEC, lessons learned from recent Olympics Games' sustainability teams, and City of Calgary and other stakeholder interests, a Draft Sustainability Framework has been developed.

Within the Draft Framework, there are eight components that need to be further developed.

The components of the Draft Sustainability Framework are as follows:

1. Sustainability Policy (sustainability program foundation; vision; commitment);
2. Sustainability Strategy (goals, objectives, strategies, responsibilities);
3. Implementation Plans (actions, resourcing, risks, measurement);
4. Sustainability Management System (ISO 20121 registered "Events Sustainability Management System");
5. Governance (sustainability program responsibility and accountability structure, progress reviews/adjustment, transparent reporting, issues management);
6. Reporting (accurate, transparent and timely public communication);
7. Engagement (Stakeholder and public engagement processes for communicating plans, understanding interests/concerns, managing expectations); and,
8. Procurement (system and criteria for purchasing goods and services to meet sustainability program objectives and results).

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Through the Calgary 2026 bid corporation and in consultation with relevant experts, each component outlined above will be defined and scoped further with associated timelines and a workplan. Not all components need to be completed prior to a potential bid submission. The IOC provides guidance on the timing of completion and provides suggestions on how to implement. Early and important work is to define and set the Sustainability Policy, which will set and cement a high bar that is in line with both Calgary and the IOC's sustainability ambitions.

The project team is also undertaking research to answer specific sustainability questions in the Candidature Questionnaire, including undertaking Venue Sustainability Assessments of all venues.

While developing a comprehensive Sustainability Framework is needed to satisfy the IOC's requirements, it has broader value for all stakeholders, including The City of Calgary and Calgarians. Sustainability for the Games offers a potent opportunity to engage Calgarians on topics that are important for a sustainable future such as sustainable consumption, a circular economy, waste prevention, energy use, transportation choice, and a local food system. There will be lasting legacies through conducting sustainability assessments of venues, implementing environmental management plans, increasing venue accessibility, and adopting green building standards for building improvements and new construction. The technical rigour required to establish policy, strategy, an ISO registered management system, carbon management, and public reporting necessitates the input of a diverse group practitioners. This in turn provides opportunities for new collaboration, learning, driving innovation, and advancing sustainability knowledge in the community.

In consideration of the vision and aspirations for Calgary's future captured in imagineCALGARY, the following from the IOC's Guide on Sustainability highlights the legacy that the Games can offer:

With respect to the Olympic Games, the [IOC] strategy expressly aims to “ensure the Olympic Games are at the forefront in the field of sustainability and that host cities can leverage the Games as a catalyst for their sustainable development.”⁴

Should Council decide not to bid on OPWG 2026, the sustainability work will still be of benefit because it has started a new dialogue and created opportunities to learn from different orders of government and other partners. Sustainability assessments of the venues will be conducted and can be shared with venue owners to provide suggestions on how to enhance sustainability. At a higher level, the work reinforces the importance of City of Calgary policy and plans, such as, the Climate Resilience Strategy and Action Plans.

Stakeholder Engagement, Research and Communication

Two Visioning sessions were held with Bid Corporation Member representatives along with Indigenous, youth, business and athlete representatives on 2018 May 4 (26 representatives) and May 14 (38 representatives) City of Calgary representatives included Councillor Evan Woolley, as Chair of the Committee, Chief of Staff to the Mayor Devery Corbin, Executive Assistant to the Mayor Franca Gualtieri, City Manager Jeff Fielding, Chief of Staff to the City Manager Heather

⁴ Olympic Games Guide on Sustainability, October 2017. Page 12.

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Domzal, Program Lead Augusto Romero, and City Project Team Members Jamie Goth, Reno Davis-Yue and Jennifer Brown.

At these sessions, sustainability themes repeatedly surfaced. Sustainability policies and implementation and a triple bottom line approach were identified as important. Moreover, community engagement, transparency, inclusivity, and relationship building were themes that reflect a wider, systems perspective on sustainability.

On 2018 May 24 and 25, the IOC sent a sustainability technical expert to meet with the project team's sustainability subject matter experts. The purpose of the visit was threefold: to allow the IOC expert to visit proposed venues; for the Calgary team to ask questions and clarify the IOC's expectations on sustainability; and for the project team to share its approach to sustainability. The venue visits and dialogue were constructive and highly informative. It is clear that the IOC places emphasis on sustainability being embedded early and in all aspects of Games planning.

Strategic Alignment

The City of Calgary's long-term vision, policies and plans are relevant to ongoing development of the Draft Sustainability Framework. This aligns with Calgary's Council Directives of a Healthy and Green City.

Review for alignment will be continuous and should include, but not be limited to the following policies and plans:

- Imagine Calgary;
- Municipal Development Plan;
- Calgary Transportation Plan;
- Culture Policy;
- Sport Policy;
- Environment Policy;
- Accessibility Policy;
- Integrated Risk Management Policy;
- Partnership Policy;
- Triple Bottom Line Policy;
- Affordable Housing Strategy;
- Calgary EATS! Food Action Plan;
- Welcoming Community Policy;
- Indigenous Policy
- Fair Calgary Policy; and
- Corporate Asset Management Policy.

The project team is committed to including additional best practices and continuous improvement efforts to advance progress on achieving Calgary's long-term vision, policy and plans, including Council's Directives under One Calgary.

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Social, Environmental, Economic (External)

A triple bottom line approach is central to working on a sustainability program for the 2026 Games. Environmental Management tools and practices will be developed and deployed to identify and manage potentially negative environmental impacts such as fuel spills or incorrect waste management. Through applying a sustainability lens and making intentional choices that align with the Games Sustainability Policy, there can be more opportunities to maximize benefits while seeking to mitigate negative impacts. Stakeholder engagement, participation, and inclusivity are important criteria to host a Games that leaves broad positive legacies. Examples may include:

- Procurement decisions to purchase locally produced food and building materials that help to grow these industries and create longer term business and employment opportunities; and or
- Providing transferable skills development and new work experiences to staff and volunteers.

Financial Capacity

Current and Future Operating Budget:

N/A

Current and Future Capital Budget:

N/A

Risk Assessment

The IOC now includes sustainability as a pillar and Agenda 2020 identifies how sustainability applies across the Olympic Movement. There is an expectation that sustainability is to be included in all aspects of the Olympic Games. Should Calgary choose to submit a bid for the 2026 OPWG, and for the bid to be successful, sustainability must be fully integrated into the Games' bid planning and delivery.

Reputation risk could occur if sustainability is inadequately resourced or not fully integrated into Games planning and delivery. Possible financial or legal risk could occur if the Games fail to deliver on sustainability commitments made in the Host City Contract or other agreements.

To mitigate risk, the project team has undertaken the development of the Draft Sustainability Framework by resourcing and contracting with subject matter experts with extensive sustainability experience who are familiar with submission requirements. Further work to develop the Draft Sustainability Framework will include the input of many stakeholders, including City of Calgary project team members, consultants who have worked to stage previous OPWG, subject matter experts in a variety of fields, the IOC, Canadian Olympic Committee, Canadian Paralympic Committee, all orders of government, the Town of Canmore, international sport federations, community leaders, members of Council, Indigenous leaders, venue owners and other municipalities.

Risk can also be mitigated by ensuring consistent and visible sustainability buy in from the leadership of all partners.

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REASON(S) FOR RECOMMENDATION(S):

This overview of the sustainability framework is intended to give the 2026 OPWG Assessment Committee an understanding of the Draft Sustainability Framework and how sustainability will be fully integrated through all aspects of the Games to achieve lasting benefits for all stakeholders.

Continued enquiry about and support for the 2026 OPWG Draft Sustainability Framework by the OPWG Assessment Committee will help ensure that sustainability is fully integrated early and into all aspects of the Games.

ATTACHMENT(S)

1. Previous Council Direction
2. IOC Sustainability Strategy Executive Summary
3. CBEC 11 Recommendations (Confidential)
4. CBEC Sustainability Related Recommendations

Previous Council Direction

On 2018 June 12, Administration presented the City Secretariat Update OPC2018-0737 to the OPWG Assessment Committee. This report provided an update on the organizational structure of the City Secretariat for the 2026 Olympic and Paralympic Winter Games (OPWG) project. The 2026 Olympic and Paralympic Winter games Assessment Committee: receive the report for information and Approve Attachment 1 to Report OPC2018-0737 and direct that Attachment 1 and the closed meeting discussions remain confidential pursuant to Sections 23, 24 and 25 of the Freedom of Information and Protection of Privacy Act. As well, OPWG Assessment Committee received report OPC2018-0738 Bid Book Overview. The overview was intended to give the 2026 OPWG Assessment Committee an understanding of the Bid Book process and a high-level overview of Calgary's Bid Book. The Committee recommended Council receive the report for information.

On 2018 June 5, Administration presented the Draft Games Concept (OPC2018-0691) to the OPWG Assessment Committee. The Games Concept refers to where the 2026 OPWG could be held in Calgary and surrounding areas, including competition and non-competition venues, Athletes Villages and medal ceremony locations. The Committee recommended that Council receive report OPC2018-0691 for information and keep the report, Attachment 1, closed session distributions and discussions confidential.

On 2018 May 29, the OPWG Assessment Committee received two reports for information, OPC2018-0683 (OPWG Vision Update) and OPC2018-0687 (OPWG Financial and Value Proposition Process Overview). Both reports had public and closed session components. In addition, Committee discussed the possibility of holding a non-statutory public hearing on the 2026 OPWG and directed Administration to report back on options for the public input to be heard by Committee. The Committee also asked the Returning Officer to come back to Committee no later than 2018 June with potential questions for a vote of electors (plebiscite) based on the current proposal after consultation with Committee members and the City Manager; recommendations on a date for the vote of electors; and, recommendations for funding.

On 2018 May 16, the Strategic Meeting of Council approved the Project Team revised governance (OPC2018-0643), and received the Council Committee work plan (OPC2018-0644) and proposed meeting agendas (OPC2018-0642) for information. Council also adopted the recommendation on the BidCo Chair Recruitment and appointed five community leaders to the Engagement Advisory Sub-Committee.

2018 May 15, the OPWG Assessment Committee deferred Verbal Report OPC2018-0583 (Non-statutory Public Hearing of Council on the Olympics) to the 2018 May 29 Regular Meeting of the Committee. The Council Committee adopted the updated Terms of Reference for the 2026 Olympic and Paralympic Winter Games Assessment Committee, recommended that Council receive the OPWG Council Committee proposed meeting agendas for information. In addition, the Committee approved the Project Team organizational structure and received the work plan for information. The Committee forwarded Reports OPC2018-0642, OPC2018-0643, and 2018-0644 to the 2018 May 16 Strategic Meeting of Council.

The Committee approved recommendations in two in-camera reports (OPC2018-0645 Update on Engagement Advisory Sub-Committee and OPC2018-0646 Update on BidCO Chair Recruitment) and forwarded the reports to the 2018 May 16 Strategic Meeting of Council.

On 2018 May 1, the OPWG Assessment Committee held its inaugural meeting and elected a chair (Councillor Woolley) and vice-chair (Councillor Demong). Administration delivered verbal reports on the

Previous Council Direction

Council Committee Terms of Reference, project timeline, and workstream review. Council forwarded the Terms of Reference verbal report as an item of Urgent Business to the 2018 May 7 Regular Public Hearing Meeting of Council and also directed Administration to solicit Committee Members' views on the updated TOR to return no later than 2018 May 15. Council also directed Administration to bring regular work stream updates to the OPWG Council Committee.

Two reports were held in-camera (Update on BidCo Chair and Director Selection and Engagement Advisory Sub-Committee Membership).

On 2018 April 16, City Council voted on two resolutions, both of which were carried. The first was that Council reaffirm its support for the investigation of a bid by Calgary for the 2026 Olympic and Paralympic Winter Games. The second resolution was that Council strike a sub-committee to oversee the Olympic process and that Administration draft the terms of reference for the committee and return directly to Council on 2018 April 23.

On 2018 April 10, Administration delivered the Public Engagement Approach (PFC2018-0366) report to the Priorities and Finance Committee, which outlined details of the engagement program and a plebiscite. PFC directed that the report be forwarded as an Item of Urgent Business to the 2018 April 16 Public Hearing Meeting of Council. PFC also recommended that Council hold a vote at its 2018 April 16 on whether to reaffirm Council's support prior to proceeding with further work on a potential Olympic Bid. PFC also directed Administration to draft a new Terms of Reference for the Engagement Advisory Sub-Committee and report back directly to Council no later than 2018 June and also to hold a non-statutory public hearing.

On 2018 March 21, the Strategic Meeting of Council approved the following Motion Arising: That with respect to Report C2018-0266, Council refer the following proposed Motion Arising to the 2018 April 10 Regular Meeting of the Priorities and Finance Committee, to be considered following the Olympic Public Engagement Report and the Returning Officer's report on Vote of Electors:

That Council:

1. Direct Administration to inquire into the feasibility of the International Olympic Committee providing a bid deadline extension of six (6) months;
2. Direct Administration to conduct a city wide 'Vote of the Electors' on whether electors are in favour of their Council submitting this bid; and
3. Postpone its decision to bid on the 2026 Olympic and Paralympic Winter Games until after the City Clerk reports back with the outcome of the 'Vote of the Electors'.

On 2018 March 19-20, Administration delivered report C2018-0266 to City Council which stated that The City of Calgary continues to work towards receiving official confirmation of financial support from the Government of Canada and Government of Alberta for a 2026 Olympic and Paralympic Winter Games Bid Corporation (BidCo).

Council approved seven recommendations in principle, all of which were dependent on Administration advising Council that it has secured financial commitments from the other orders of government. The recommendations were: To authorize The City of Calgary to become a member of, elect directors, and incorporate a BidCo to continue the exploration of a bid for the 2026 Olympic and Paralympic Winter Games (OPWG); Approve the Deputy City Manager as having the authority to exercise all the powers and voting rights associated with The City's membership interest in BidCo; Authorize the Mayor to execute on behalf of The City all BidCo resolutions and related documents required to establish the appropriate membership and governance structure of BidCo; Release an additional \$1 million of Fiscal

Previous Council Direction

Stability Reserve funds that Council approved on 2017 November 20 (C2017-1181) to complete The City's required \$9.5 million total funding commitment to the BidCo.

On 2017 November 13 (C2017-1162), Council supported Administration's recommendation to receive this report for information, and directed Administration to report back to Council 2017 November 20, with a formal funding request to deliver on the additional work required for the Dialogue Stage. In addition, Council made an amendment to recommendation 3 which directs Administration to seek confirmation from the other orders of government to ascertain their funding commitment on the bid.

On 2017 July 31 (C2017-0616), Council supported Administration's recommendation that The City transition from an Exploration Phase to an Invitation Phase, and address the Council endorsed five Principles (C2017-0616, Attachment 4).

On 2017 July 24 (C2017-0599), CBEC presented their recommendations regarding the Olympic Bid Exploration to Council for information.

On 2017 June 19 (C2017-0541), Administration and CBEC provided Council with a report that provided an update on the Olympic Bid Exploration work CBEC and Administration had done to date. Council received this report for information.



IOC Sustainability Strategy

Executive Summary



Olympic Agenda 2020, the starting point for the IOC Sustainability Strategy



Sustainability is one of the three pillars of [Olympic Agenda 2020](#) (the International Olympic Committee's [IOC's] strategic roadmap), alongside credibility and youth.

Credibility

Sustainability

Youth

Two recommendations are specifically related to sustainability

Recommendation 4:

Include sustainability in all aspects of the Olympic Games

The IOC to take a more proactive position and leadership role with regard to sustainability and ensure that it is included in all aspects of the planning and staging of the Olympic Games.

1. Develop a sustainability strategy to enable potential and actual Olympic Games organisers to integrate and implement sustainability measures that encompass economic, social and environmental spheres in all stages of their project;
2. Assist newly elected Organising Committees to establish the best possible governance for the integration of sustainability throughout the organisation;
3. The IOC to ensure post-Games monitoring of the Games legacy with the support of the National Olympic Committee and external organisations such as the World Union of Olympic Cities (UMVO).

Recommendation 5:

Include sustainability within the Olympic Movement's daily operations

The IOC to embrace sustainability principles:

1. The IOC to include sustainability in its day-to-day operations
 - The IOC to include sustainability in its procurement of goods and services, as well as events organisation (meetings, conferences, etc.).
 - The IOC to reduce its travel impact and offset its carbon emissions.
 - The IOC to apply the best possible sustainability standards for the consolidation of its Headquarters in Lausanne.
2. The IOC to engage and assist Olympic Movement stakeholders in integrating sustainability within their own organisation and operations by:
 - developing recommendations,
 - providing tools, e.g. best practices and scorecards,
 - providing mechanisms to ensure the exchange of information between Olympic stakeholders,
 - using existing channels, such as Olympic Solidarity, to help and assist in implementing initiatives.
3. To achieve the above, the IOC to cooperate with relevant expert organisations such as the United Nations Environment Programme (UNEP).



Olympic Agenda 2020 (continued)

Following the adoption of Olympic Agenda 2020, sustainability was included as a working principle of the Olympic Movement. For the IOC, including sustainability as a working principle means that when making decisions, we ensure feasibility and we seek to maximise positive impact and minimise negative impact in the social, economic and environmental spheres.

Due to the long-term nature of each edition of the Olympic Games – approximately nine years from the Candidature Process to the staging of the Games – the first edition of the Olympic Games that will fully benefit from changes initiated by Olympic Agenda 2020 will be Paris 2024. Considering these timelines and the fact that sustainability requires long-term thinking, the IOC's sustainability ambitions have been developed according to a long-term perspective.

The following table illustrates the Olympic Games' timelines through to 2020. It shows how decisions made as far back as 2014 (release of Olympic Agenda 2020) flow through to 2020, the target date for the implementation of Olympic Agenda 2020.

Olympic Games timelines from 2014 (release of Olympic Agenda 2020) up to 2020

2015	2016	2017	2018	2019	2020
<ul style="list-style-type: none"> Host city election for Olympic Winter Games 2022. Host city election for Winter Youth Olympic Games 2020. Start of Candidature Process Olympic Games 2024. 	<ul style="list-style-type: none"> Winter Youth Olympic Games Lillehammer 2016. Olympic Games Rio 2016. 	<ul style="list-style-type: none"> Host city election for Olympic Games 2024. Host city election for Olympic Games 2028. Start of Dialogue Stage Olympic Winter Games 2026. 	<ul style="list-style-type: none"> Olympic Winter Games PyeongChang 2018. Youth Olympic Games Buenos Aires 2018. Start of Candidature Process Olympic Winter Games 2026. 	<ul style="list-style-type: none"> Host city election for Olympic Winter Games 2026. 	<ul style="list-style-type: none"> Winter Youth Olympic Games Lausanne 2020. Olympic Games Tokyo 2020.



The IOC Sustainability Strategy supports our commitment to contribute to the United Nations 2030 Agenda for Sustainable Development

The world faces significant challenges across a wide spectrum of social, environmental and economic matters. Major issues such as social injustice, economic inequality and climate change are increasingly occupying people around the world. The sporting community is not immune to the impacts of these issues. We believe the Olympic Movement has both an opportunity and a duty to contribute actively to global sustainability in line with our vision: “Building a better world through sport”.

That is why it was pivotal for us when in September 2015 the United Nations (UN) General Assembly confirmed the important role that sport plays in supporting the [UN 2030 Agenda for Sustainable Development](#) and the [17 Sustainable Development Goals \(SDGs\)](#).

The 17 SDGs for 2030 provide a common framework for organisations to explain how they plan to contribute to sustainable development and to tackle the key global sustainability challenges. These SDGs include ending poverty, combatting climate change, fighting injustice and inequality, and many other aspirations for a better, more sustainable world.

The core missions of the Olympic Movement, including social development through sport, are already closely aligned with a number of SDGs, notably in the fields of health and well-being (SDG #3), quality education (SDG #4), gender equality (SDG #5), peace, justice and strong institutions (SDG #16) and partnerships for sustainability (SDG #17). By further embedding sustainability in our activities, we believe we could reinforce the IOC’s contribution to these SDGs while contributing to several other SDGs, as illustrated below.



Key SDGs to which the IOC aims to contribute.

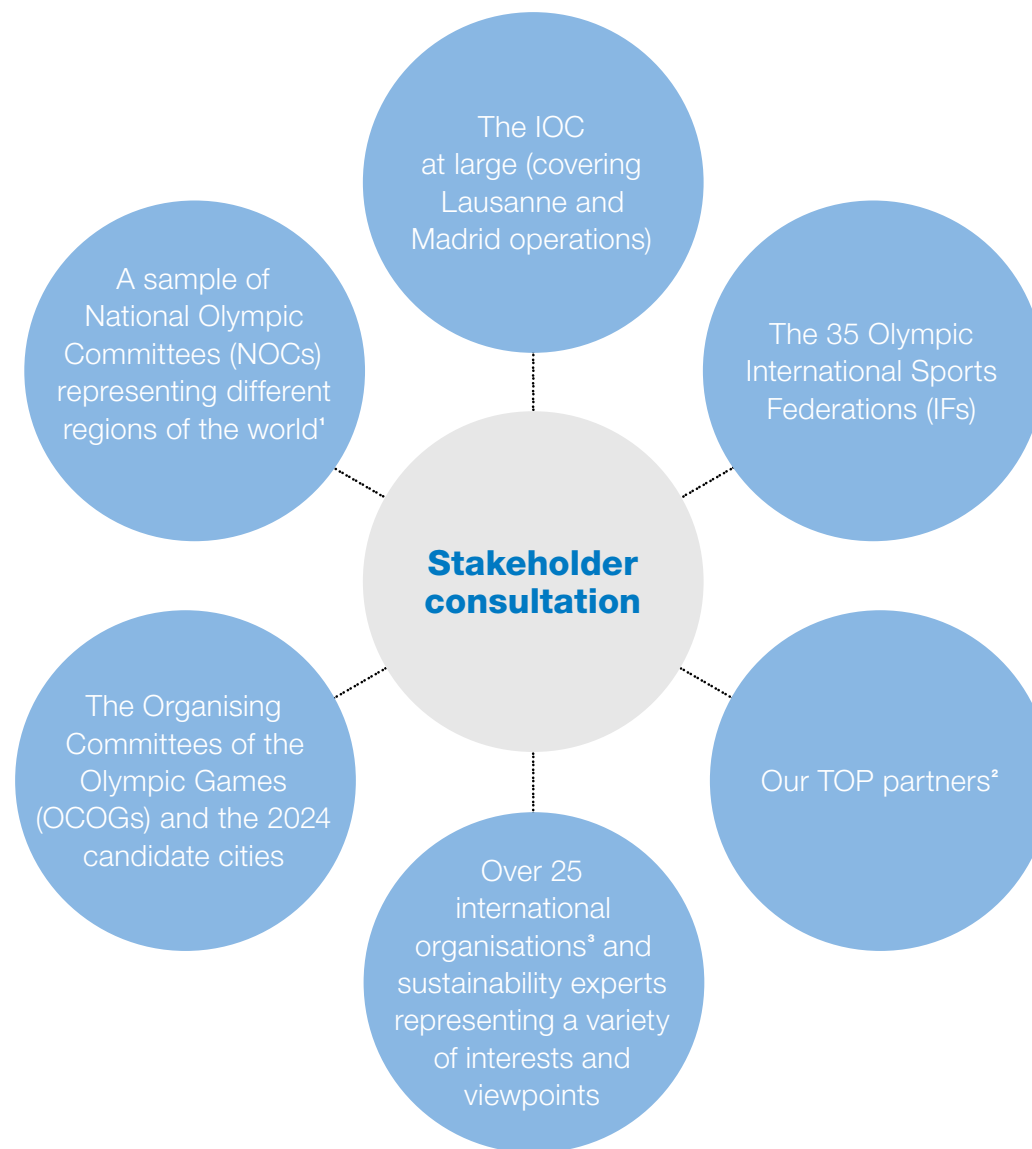
UN 2030 Agenda for Sustainable Development, paragraph 37

‘Sport is also an important enabler of sustainable development. We recognize the growing contribution of sport to the realization of development and peace in its promotion of tolerance and respect and the contributions it makes to the empowerment of women and of young people, individuals and communities as well as to health, education and social inclusion objectives.’



We have engaged with a broad range of stakeholders to develop the IOC Sustainability Strategy

Our consultation process started in 2014 as part of the development of Olympic Agenda 2020, and has continued through to the present. This process was established and conducted by the IOC Sustainability and Legacy Commission with the objective to be as inclusive as possible and to enable us to identify our material sustainability topics and future ambitions.



¹ Croatia, Denmark, Finland, Germany, Montenegro, Slovenia, Switzerland, Tunisia, Uganda

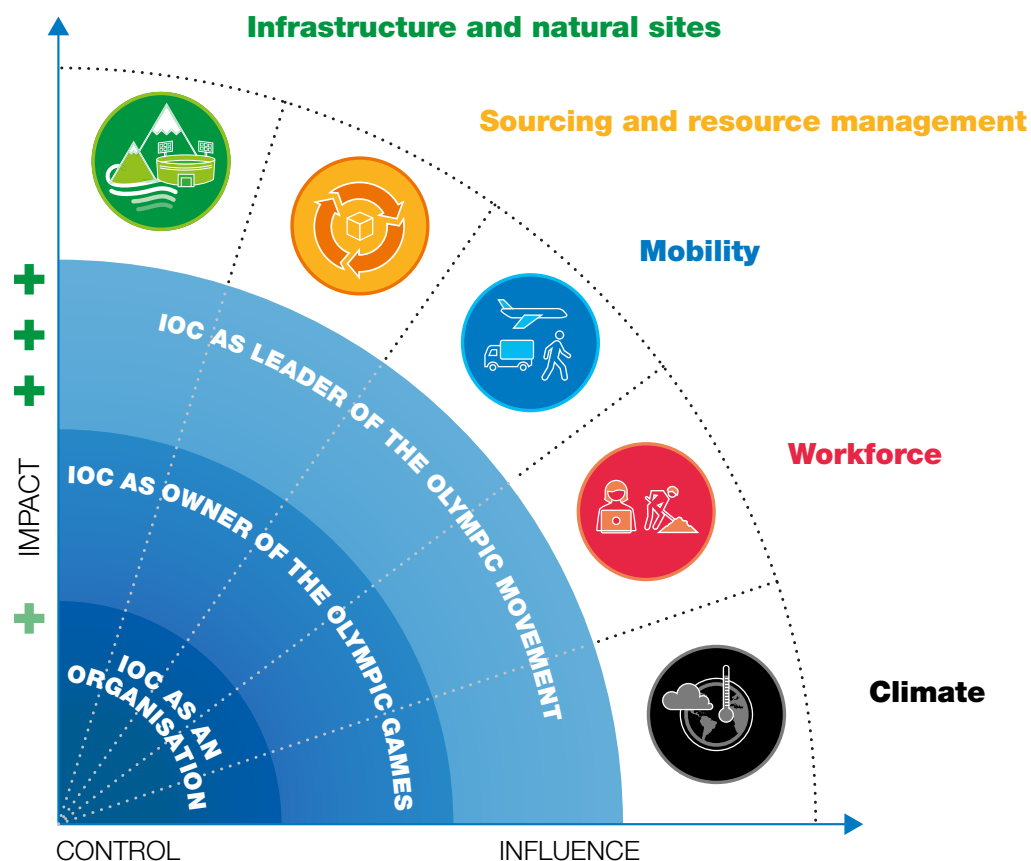
² TOP partners are the worldwide Olympic sponsors. They currently include The Coca-Cola Company, Alibaba, Atos, Bridgestone, Dow, GE, Intel, Omega, Panasonic, Procter & Gamble, Samsung, Toyota and Visa

³ Including the United Nations Environment Programme (UNEP), the International Union for the Conservation of Nature (IUCN), the International Labour Organisation (ILO), the World Wildlife Fund (WWF), the World Union of Olympic Cities, Green Sports Alliance, etc.



The IOC Sustainability Strategy is framed around three spheres of responsibility and five focus areas

The IOC Sustainability Strategy framework is illustrated below:



Three spheres of responsibility

The IOC has three primary spheres of responsibility:

- as an organisation;
- as owner of the Olympic Games; and
- as leader of the Olympic Movement.

To define its long-term strategic sustainability approach, the IOC needs to take account of its roles and activities in each of these spheres and the relative degrees of control and influence it can bring to bear, as well as its obligations in taking forward the sustainability recommendations from Olympic Agenda 2020.



Five sustainability focus areas

The five focus areas reflect aspects of the IOC's activities that have the most significant interaction with sustainability. They have also been selected by considering today's key sustainability challenges and the manner in which the IOC and its stakeholders believe the IOC can most effectively contribute. The five focus areas are strongly inter-related and should be considered as a whole.



INFRASTRUCTURE AND NATURAL SITES

Development and operation of indoor and outdoor sites⁴ wherever sports activities take place, including support and administrative infrastructure such as non-competition venues⁵ at the Olympic Games and offices of the Olympic Movement's organisations



SOURCING AND RESOURCE MANAGEMENT

Sourcing of products and services by organisations within the Olympic Movement, and management of material resources over their lifecycle



MOBILITY

Mobility of people and goods associated with the Olympic Movement's activities, at the local and global scale



WORKFORCE

Working conditions and opportunities offered to employees, volunteers and contractors of the Olympic Movement



CLIMATE

Management of direct and indirect greenhouse gas emissions associated with the Olympic Movement's activities, and adaptation to the consequences of climate change⁶

⁴Including existing and new permanent construction, temporary and overlay structures

⁵Examples include the Olympic Village, media centres, logistics depots and accommodation

⁶Such as changing weather patterns (e.g. leading to less snow in some areas), more frequent extreme weather phenomena (floods, storms, droughts, heat waves, etc.) and rising sea levels



As part of Olympic Agenda 2020, the IOC has set itself 18 objectives for 2020 across its three spheres of responsibility

In line with Recommendations 4 and 5 of Olympic Agenda 2020, the IOC's responsibilities are as follows:





► **For the IOC as an organisation,
nine objectives have been defined for 2020**



01: Design and construction of future Olympic House to be certified according to nationally and internationally recognised sustainability standards*

02: Increase energy efficiency of our buildings



03: Integrate sustainability in the sourcing of goods and services, including those from TOP partners and official licensees*

04: Achieve a measurable reduction in waste quantities



05: Reduce the IOC's travel impact (business travel for IOC staff, Members and guests; vehicle fleet; staff commuting; freight)*



06: Further increase staff diversity, in particular with regard to gender and geographical diversity

07: As part of IOC@work2020, further develop a wellness programme to promote healthy and active lifestyles at the IOC



08: Achieve carbon neutrality by reducing direct and indirect GHG emissions, and by compensating emissions as a last resort*

CROSS-CUTTING

09: Include sustainability in corporate events*

*Objectives specifically mentioned in Olympic Agenda 2020.



► For the IOC as owner of the Olympic Games, four objectives have been defined for 2020

In line with our five focus areas:

O10: Ensure sustainability is addressed as a strategic topic with cities as early as the invitation phase and throughout all phases of the Candidature Process

O11: Reinforce sustainability commitments in the Host City Contract so that bidding for and hosting an Olympic Games edition can act as a catalyst for sustainable development within the host city and region

O12: Strengthen support and monitoring of the OCOGs' implementation of sustainability-related bid commitments, Host City Contract requirements and IOC's recommendations, including through the provision of common methodologies and independent third party assessments where appropriate

O13: Facilitate exchanges between Olympic Games stakeholders (e.g. OCOGs, national partners, host city authorities, TOP partners) and build strategic partnerships with relevant expert organisations to develop innovative sustainable solutions for planning and staging of the Olympic Games

The above objectives are supported by a set of requirements for the Olympic Games, split according to the five focus areas (see Annex 1).

Due to the long-term nature of each edition of the Games – approximately nine years from the Candidature Process to the staging of the Games – the

first edition of the Olympic Games that will fully benefit from changes initiated by Olympic Agenda 2020 will be Paris 2024. In regard to the objectives defined for the *IOC as owner of the Olympic Games* and included in the present strategy, these were approved in 2016 and will be applicable to the processes related to the XXV Olympic Winter Games (taking place in 2026) onwards. For current Olympic Games planning processes, i.e. for PyeongChang 2018, Tokyo 2020, Beijing 2022 and Paris 2024, the IOC will work closely with the Organising Committees of the Olympic Games and host cities to align their practices with the present Sustainability Strategy.

► For the IOC as leader of the Olympic Movement, five objectives have been defined for 2020

In line with our five focus areas:

O14: Provide mechanisms to ensure exchange of information and best practices between Olympic Movement stakeholders

O15: Facilitate access to relevant expert organisations to develop guidelines and innovative solutions

O16: Leverage Olympic Solidarity to assist NOCs in implementing sustainability initiatives⁷

O17: Set up an ambassador programme including athletes, in order to raise awareness on sustainability in sport

O18: Profile the role of the Olympic Movement in sustainability, through aggregation of information and collective reporting

⁷ The Olympic Solidarity funding budget for sustainability-related projects and programmes amounts to approximately USD 2 million for the 2017-2020 quadrennial (Source: Olympic Solidarity Sustainability in Sport Programme Guidelines).



Strategic intents for 2030 have also been defined

For each of the three spheres of responsibility and for each of the five focus areas, strategic intents for 2030 have been defined. The year 2030 was considered a relevant time horizon because it responds to the need to develop

long-term sustainability ambitions, it takes into account the duration of Olympic Games' bidding and planning processes, and it aligns with the timeline of the SDGs. These strategic intents for 2030 represent the IOC's vision






of what a sustainable future could look like for the IOC, the Olympic Games and the Olympic Movement, as well as the IOC's contribution towards achieving the SDGs.

Strategic intents for 2030 for the IOC's three spheres of responsibility





Strategic intents for 2030 per focus area

 INFRASTRUCTURE AND NATURAL SITES	 SOURCING AND RESOURCE MANAGEMENT	 MOBILITY	 WORKFORCE	 CLIMATE
<ul style="list-style-type: none"> • Use of existing infrastructure is maximised and temporary and demountable venues are used where no long-term venue legacy need exists or can be justified • If built, infrastructure is viable and has a minimal environmental footprint • Sites have a net positive impact on local communities • Sites respect protected natural areas, and urban green spaces are promoted • Sites respect protected cultural areas • Sites conserve water resources and protect water quality 	<ul style="list-style-type: none"> • Sourcing of products and services takes account of environmental and social impacts • Products and materials are treated as valuable resources and their lifecycle is optimised 	<ul style="list-style-type: none"> • Mobility solutions are environmentally and socially responsible⁸ • Freight operations are environmentally and socially responsible • Sustainable tourism⁹ is promoted 	<ul style="list-style-type: none"> • Working conditions of employees and volunteers are safe and healthy, and active lifestyles are promoted • Workforce¹⁰ exemplifies diversity, inclusivity and gender equality • Quality educational and skills development opportunities are offered to young professionals • Working conditions across the supply chains comply with applicable local, regional and national legislation and international agreements and protocols 	<ul style="list-style-type: none"> • Effective carbon reduction strategies are in place for operations and events, and are aligned with the objectives of the Paris Agreement on climate change • Adaptation to the consequences of climate change is taken into account in the planning of sports facilities and events

⁸ This refers to solutions that seek to avoid environmental pollution and other forms of nuisance to local communities, are safe, accessible to all, inclusive, and promote active travel modes

⁹ Sustainable tourism takes into account its economic, social and environmental impacts, addressing the needs and actions of visitors, the industry, the environment and host communities






¹⁰ Employees and volunteers



Annex 1

Requirements for candidate cities, Organising Committees of the Olympic Games (OCOGs), host cities and their delivery partners

The requirements below will be applicable to the processes related to the XXV Olympic Winter Games (taking place in 2026) onwards. For current Olympic Games' planning processes, i.e. for PyeongChang 2018, Tokyo 2020, Beijing 2022 and Paris 2024, the IOC will work closely with the OCOGs and host cities to align their practices with the present Sustainability Strategy.

 INFRASTRUCTURE AND NATURAL SITES	 SOURCING AND RESOURCE MANAGEMENT	 MOBILITY	 WORKFORCE	 CLIMATE
<ul style="list-style-type: none"> • Maximise use of existing facilities and temporary and demountable structures, and only develop new permanent facilities that offer long-term benefits for local communities and contribute to the development of sustainable cities • Prioritise the use of previously developed or degraded land over greenfield sites for the development of new venues and infrastructure, where these can provide sustainability benefits for the local community • Maintain conservation status for any natural or cultural protected areas utilised for the Olympic Games • Use recognised 'green building' standards appropriate to the country/region • Optimise environmental performance of Olympic venues (e.g. impacts on air, water, soil, biodiversity, climate and raw materials availability) • Avoid displacement of existing homes and businesses and adverse impacts on indigenous people and land rights; where unavoidable, consult and provide fair compensation and support, in accordance with local regulations 	<ul style="list-style-type: none"> • Implement responsible sourcing practices for goods and services, including those from national sponsors and licensees • Implement effective processes to avoid waste production and to optimise the lifecycle of materials 	<ul style="list-style-type: none"> • Candidate cities and host cities to develop sustainable transport solutions as part of their Olympic Games project • OCOGs and host cities to maximise use of public transport and active travel modes at Olympic Games time • OCOGs and host cities to implement sustainable logistics solutions for movement of goods • OCOGs and host cities to promote sustainable tourism in host cities/regions 	<ul style="list-style-type: none"> • OCOGs to ensure that working conditions of employees and volunteers are safe and healthy, and that active lifestyles are promoted • OCOGs, host cities and host NOCs to take all necessary measures to ensure that development projects or other projects necessary for the organisation of Olympic Games comply with internationally-recognised standards and all international agreements, laws and regulations applicable in the Host Country with regard to working conditions • OCOGs to offer skills development opportunities for young professionals • OCOGs to promote gender equality and to have a local workforce that reflects the diversity of the host country 	<ul style="list-style-type: none"> • OCOGs and host cities to minimise the Olympic Games' carbon emissions¹¹ • OCOGs to compensate their 'direct' / 'owned' emissions¹² • OCOGs and host cities to promote low carbon solutions for and through the Olympic Games in the host country • Candidate cities, OCOGs and host cities to take into account potential consequences of climate change when selecting Olympic Games locations

¹¹ The minimisation objective refers to the Games-wide carbon footprint, i.e. emissions from Games' operations under the responsibility of the OCOG, from Olympic venues' construction, from the construction of city infrastructure needed for the Games, and from spectator travel.

¹² 'Direct' or 'owned' emissions of OCOGs are those related to the operation of the Games and fully funded by the OCOG before, during and after the event.



International Olympic Committee
Château de Vidy
1007 Lausanne, Switzerland

T: 00 41 21 621 6111
E: sustainability@olympic.org
W: www.olympic.org/sustainability

CBEC SUSTAINABILITY RELATED RECOMMENDATIONS

Climate Change and Carbon Management

The 2026 OPWG must have a comprehensive plan to manage climate-related impacts and showcase innovative solutions and best practices relative to carbon management. This is especially true for Calgary and Alberta given the region's economic dependence on energy production, particularly oil and gas and the oil sands of northern Alberta. The 2026 OPWG could put a spotlight on the greenhouse gas emissions profile for the province along with progressive efforts by industry and governments to reduce emissions.

The Alberta government has already initiated a tax on carbon emissions designed to provide a financial incentive for families, businesses and communities to lower their carbon emissions. A price on carbon drives innovation and changes behaviour by encouraging individuals and businesses to become more energy efficient and shift away from higher emission fuels.

The Calgary Downtown District Energy Centre currently provides efficient district heating for buildings in and around the East Village, including the City of Calgary Municipal Building. New and refurbished buildings in the area as part of the 2026 OPWG plans could be serviced by this and similar systems, cutting energy costs and reducing greenhouse gas emissions.

CBEC RECOMMENDATION ON CLIMATE CHANGE AND CARBON MANAGEMENT:

A Calgary 2026 OPWG must include a comprehensive carbon management strategy outlining a “know, reduce, offset, engage” approach to profiling innovative solutions to the global climate change challenge. The strategy must be established early in the organizing period and be integrated into all functions and phases of the Games, including: planning, construction, organizing, delivering and decommissioning.

Waste Management

Minimizing waste in planning and delivering the Games has been a primary focus of environmental programs within Organizing Committees for decades. It is important to reduce waste over the entire seven-year period, across all aspects and partners of an Organizing Committee. A “zero waste” approach – refuse, reduce, reuse, repurpose, recycle – should provide the foundation for decision-making regarding what products are needed and their use at the end of the Games.

Residents of Calgary, Alberta and Canada, as well as the IOC, will endorse an approach that minimizes waste and emphasizes resource efficiency through wise and efficient use of materials, energy, food and water. The City of Calgary already has initiatives in place to lead the community towards zero waste through innovative recycling, composting and diversion programs with a target of 70 per cent waste diversion by 2025 averaged across all four sectors – single and multi-family residential, business and organizations, construction and demolition. In addition, in 2018 all paper and cardboard will be banned from landfills, as will food and yard waste in 2019.

CBEC RECOMMENDATION ON WASTE MANAGEMENT:

In pursuit of a zero waste vision for the Games, a Calgary 2026 OPWG must incorporate a waste management strategy that sets a target of diverting 90 per cent of waste from landfills. The strategy should be deployed early in the organizing period, guide product and material procurement decisions across all functions and be a key component of sponsor negotiations.

Transportation

Transportation is one of the most complex aspects of planning and delivering a successful Olympic Games. Our concepts for transportation are described more fully in Section 4.3.3. Moving huge volumes of people and goods through the organizing phase, the Games themselves and the post-Games period have significant environmental impacts related to greenhouse gases and air quality. A smart, efficient, low-carbon transportation plan is imperative given the important connection to reducing greenhouse gas emissions embedded in the carbon management strategy. In 2011, the City of Calgary endorsed the recommendation of converting its transit bus fleet from diesel to clean burning compressed natural gas (CNG). With capacity for 424 buses and a fueling facility, the Stoney CNG Bus Storage and Transit Facility is currently under construction. The City will begin to acquire new CNG transit buses in 2017. This facility will have an all-CNG bus fleet in place prior to the 2026 OPWG. In addition, the addition of the Green line to the existing LRT system will facilitate moving large numbers of people to and from the games venues in an efficient, low-carbon manner.

CBEC RECOMMENDATION ON TRANSPORTATION:

A Calgary 2026 OPWG must integrate principles for smart, low-carbon transportation solutions that align with the carbon management strategy and guide the development of Games mobility plans for people and goods.