

**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