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			A Prosperous City	A City of safe and Inspiring Neighbourhoods	A City that Moves	A Healthy and Green City	A Well-Run City	Customer Value	Business Value
Inclusion and Accessibility	Better Together	<ul style="list-style-type: none"> Build a relationship of trust and respect with Indigenous people through increased cultural understanding, partnership and participation. 	✓	✓			✓	 AFFILIATION/BELONGING	 SOCIAL RESPONSIBILITY
		<ul style="list-style-type: none"> Increase opportunities for communication, participation, education, and learnings around reconciliation in alignment with the goals of the Truth and Reconciliation Commission of Canada: Calls to Action. 	✓	✓			✓	 PROVIDES ACCESS	 VISION
		<ul style="list-style-type: none"> Increase Paralympic exposure and integration. 	✓	✓			✓	 PROVIDES HOPE	 SOCIAL RESPONSIBILITY
		<ul style="list-style-type: none"> Ensure all Albertans have barrier free access to community facilities regardless of disability, gender, and culture. 	✓	✓		✓	✓	 AFFILIATION/BELONGING	 COMMITMENT
		<ul style="list-style-type: none"> Expand the Games benefit to all Albertans, particularly those that may not normally benefit. 	✓	✓		✓	✓	 REWARDS ME	 REACH
		<ul style="list-style-type: none"> Increase community cohesion, volunteerism and cultural expression. 	✓	✓			✓	 MOTIVATION	 CONNECTION
		<ul style="list-style-type: none"> Enhance social supports for those most vulnerable through programming and housing legacies (or enhance social equity opportunities through programming and housing legacies). 	✓	✓		✓	✓	 PROVIDES ACCESS	 STABILITY
		<ul style="list-style-type: none"> Maximize and build upon the strengths in Calgary, Alberta and Canada as it relates to diversity, leading to greater connections to each other and the world. 	✓	✓			✓	 SELF-ACTUALIZATION	 REACH

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Healthy & Active Living	Being Well	<ul style="list-style-type: none"> Enhance the social and emotional well-being of Canadians through increased cultural understanding, collaborative participation and shared experiences. 	✓	✓		✓		 AFFILIATION/ BELONGING	 GROWTH & DEVELOPMENT
		<ul style="list-style-type: none"> Enhance our sport development legacy and expand work in equality in sport including but not limited to Indigenous, female, LGBTQS2+ and other inclusion initiatives. 	✓	✓		✓		 PROVIDES HOPE	 VISION
		<ul style="list-style-type: none"> Increase opportunities for participation in physical activity and recreation while reducing sedentary living for Canadians (All Canadians move more, sit less, more often). 	✓	✓		✓		 WELLNESS	 GROWTH & DEVELOPMENT
		<ul style="list-style-type: none"> Build stronger and healthier communities that are connected to each other through creativity and the exchange of culture. 	✓	✓		✓	✓	 AFFILIATION/ BELONGING	 CULTURAL FIT
		<ul style="list-style-type: none"> Promote and support a safe, welcoming and inclusive grass roots to high performance sport development. 	✓	✓		✓		 AFFILIATION/ BELONGING	 GROWTH & DEVELOPMENT
		<ul style="list-style-type: none"> Increase awareness and understanding of our food supply network and healthy food choices. 		✓		✓		 WELLNESS	 INFORMATION

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Environmental Stewardship	Respect the Land	<ul style="list-style-type: none"> Reduce climate impacts of the Games by emphasizing energy and transportation efficiency and innovation. 			✓	✓	✓	 WELLNESS	 INNOVATION
		<ul style="list-style-type: none"> Decrease the amount of materials required for the Games and increase the amount of reuse, repurposing, recycling 				✓	✓	 INTEGRATES	 FLEXIBILITY
		<ul style="list-style-type: none"> Reimagine the Games food program to profile Alberta agriculture and cuisine with a minimum of food waste. Build citizen understanding of local food security, food consumption and nutrition. 		✓		✓	✓	 PROVIDES ACCESS	 SOCIAL RESPONSIBILITY
		<ul style="list-style-type: none"> Incorporate Indigenous knowledge to enhance our collective responsibility for environmental stewardship and connection to our land. 				✓	✓	 MOTIVATION	 COMMITMENT
		<ul style="list-style-type: none"> Minimize the impact on the natural environment. 				✓	✓	 DESIGN/AESTHETICS	 SOCIAL RESPONSIBILITY
		<ul style="list-style-type: none"> Retain the collective desire for protection of wildlife habitat and movement corridors on the landscape in all venue developments. 				✓	✓	 HEIRLOOM	 VISION

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Economic Opportunity & Cultural Enrichment	Dream Big	<ul style="list-style-type: none"> Enhance, recognize and solidify Calgary, Canmore and the Bow Valley's sport hosting brand. 	✓	✓		✓		 ATTRACTIVENESS	 INNOVATION
		<ul style="list-style-type: none"> Attract and retain creative, innovative, creative and skilled workforce. 	✓	✓			✓	 VARIETY	 NETWORK EXPANSION
		<ul style="list-style-type: none"> Work with Indigenous communities and organizations to invest in building capacity for participation in the skilled workforce. 	✓	✓			✓	 MAKES MONEY	 MARKETABILITY
		<ul style="list-style-type: none"> Increase innovation, investment and creativity in Alberta. 	✓				✓	 ATTRACTIVENESS	 INNOVATION
		<ul style="list-style-type: none"> Create a shared narrative of our future by integrating and activating our artists, creators and innovators 	✓	✓				 INTEGRATES	 VISION
		<ul style="list-style-type: none"> Create meaningful partnerships that advance culture and education priorities and leverage benefit in the community, throughout the province, and across the nation. 	✓	✓			✓	 AFFILIATION/BELONGING	 NETWORK EXPANSION
		<ul style="list-style-type: none"> Maximize opportunities for international relationship building, investment attraction, job creation and business innovation. 	✓	✓			✓	 ATTRACTIVENESS	 REACH

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Values-based Sport, Transparency	Stay True	<ul style="list-style-type: none"> Increase and promote safe, welcoming and inclusive sport practices nationally. 	✓	✓		✓	✓	 AFFILIATION/ BELONGING	 SOCIAL RESPONSIBILITY
		<ul style="list-style-type: none"> Elevate the practice of ethical and clean sport. 	✓				✓	 PROVIDES HOPE	 PRODUCT QUALITY
		<ul style="list-style-type: none"> Increase transparency and accountability around Games hosting. 	✓			✓	✓	 INFORMS	 TRANSPARENCY
		<ul style="list-style-type: none"> Use the Olympic and Paralympic Movements to promote the values of ethical sport. 	✓			✓	✓	 QUALITY	 REPUTATIONAL ASSURANCE

¹References:

Almquist, E. and J. Sr., and Bloch, N., The Elements of Value, Harvard Business Review (HBR), September 2016.

Almquist, E., Cleghorn, J, and Sherer, L., The B2B Elements of Value, Harvard Business Review, February 2018.