

**Review of the Calgary 2026 Draft Hosting Plan:
Alignment with Council policies, strategies and plans**

As part of the City Secretariat's work, a comprehensive review of the Calgary 2026 Draft Hosting Plan was undertaken. The chart below summarizes the comprehensive review completed, specifically outlining the alignment between City of Calgary policies, strategies and plans and the Draft Hosting Plan. In addition to that, the Draft Hosting Plan was reviewed with a sustainability lens.

The first column identifies The City of Calgary policy, strategy or plan. The second column summarizes the alignment and sustainability elements between The City policy, strategy or plan and the Draft Hosting Plan. The third column shows whether acceleration of the City policy, strategy or plan is anticipated as a result of the Draft Hosting Plan.

City of Calgary Policy, Strategy or Plan Name	Summarized alignment and sustainability elements between City policies, strategies and plans and the Calgary 2026 Hosting Plan	Accelerates
Affordable Housing Strategy	The Draft Hosting Plan speaks to the opportunity associated with the 2026 OPWG to accelerate federal, provincial and municipal affordable housing objectives, thereby supporting the achievement of each government's housing goals. The games are identified as a catalyst for much needed affordable housing (seniors, student, subsidized etc.) and are identified as a legacy benefit in both Calgary and Canmore.	✓
Calgary Arts Policy	This policy supports civic leadership and investment in the arts. It has a clear and measurable impact on the aesthetic, social, economic and cultural quality of life in Calgary. The Draft Hosting Plan includes cultural programming, a cultural Olympiad and festival and events opportunities.	
Calgary Corporate Accessibility Policy	This policy ensures the greatest level of access, as a basic right for all persons to City facilities and services. In The Draft Hosting Plan, specifically through the Paralympics portion of the event accessibility to all facilities for Paralympians and spectators is required. Extensive details are outlined in The Draft Hosting Plan with respect to supporting Paralympians and providing accessible Venues, Villages, and Sites; this is also in accordance with IOC requirements.	✓
Calgary Heritage Policy	The City's goal is to identify, protect and manage Calgary's heritage assets, and position Calgary as a leader in historic preservation. The Draft Hosting Plan identifies a foundational value of heritage throughout the Culture section and includes the engagement of heritage organizations in its partnership approach.	

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Calgary Municipal Development Plan (MDP)	<p>The MDP is a long-range planning document and a statutory plan required under the Municipal Government Act (MGA). The current version, approved by Council in 2009, with a consolidated update in 2017, defines how Calgary will achieve its vision of being a great place to make a living, a great place to make a life by addressing all matters relating to the physical, social, environmental, and economic development of the city.</p> <p>The MDP's six policy areas and alignment to The Draft Hosting Plan include:</p> <ul style="list-style-type: none"> • A prosperous economy: The Draft Hosting Plan identifies a positive impact on Calgary's tourism sector, economic diversification and infrastructure optimization. It includes a multi-faceted section speaking to return on investment (inclusion & accessibility; healthy & active living; environmental stewardship; economic opportunity & cultural enrichment; and values-based sport transparency). • Shaping a more compact urban form: The Draft Hosting Plan illustrates that hosting the 2026 OPWG will position Calgary as a globally competitive city by building international reputation, high-level outcomes for improving Calgary's transportation system and utilization of clean vehicle technologies. • Creating great communities: The Draft Hosting Plan identifies the 2026 OPWG as a catalyst to advance a City priority, affordable housing. There are opportunities for affordable housing, subsidized seniors housing, urban indigenous housing, and student housing which is a community benefit and can be a lasting core legacy of the 2026 Games. • Urban design: The Draft Hosting Plan details how renewal, development and design achieves a legacy for future generations. • Connecting the city: The Draft Hosting Plan encourages, activity-based transportation, smart venues and a partnership approach to cultural programming. • Greening the city: The Draft Hosting Plan identifies environmental priorities in its value of respecting the land identifying operational efficiencies to reduce emissions, mitigate climate impacts and reimagine the Games food program. From a sustainability perspective the Games food program is in support of on-going work related to the CalgaryEATS! Food Action Plan. 	

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Calgary Transportation Plan	<p>At a macro level, The Draft Hosting Plan supports all seven transportation goals outlined in the Calgary Transportation Plan (CTP). Those seven goals include:</p> <ul style="list-style-type: none"> • Align transportation planning and infrastructure investment with city regional land use directions and implementation strategies; • Promote safety for all transportation system users; • Provide affordable mobility and universal access for all; • Enable public transit, walking and cycling as the preferred mobility choices for more people; • Promote economic development by ensuring the efficient movement of workers and goods; • Advance environmental sustainability; and • Ensure transportation infrastructure is well managed. <p>The Draft Hosting Plan speaks to the development of a partner integration team under Transportation. Transportation planning would use mass transit solutions where possible, maximize low or no emission bus and fleet vehicles, use cleaner fuel choices, and encourage active transport (bike, walk) to lower the carbon footprint. The Draft Hosting Plan also calls for the development of eco-friendly temporary transport hubs and depots with a sustainable focus to limit impact, including site remediation after the Games and a recycling washing facility.</p>	
Carbon Management Strategy	Alignment between The Draft Hosting Plan and this policy is focused on the smart venue concept. This seeks to manage emissions to protect air quality and other clean energy technologies were listed.	
Centre City Plan	The Games create the opportunity to activate the downtown core through live site programming, festivals and events along with the Cultural Olympiad support the Centre City Plan.	✓

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Climate Resilience Strategy: Mitigation & Adaptation Action Plans	<p>This City document is a multi-year planning document that identifies the roles and actions the City will undertake, including regulations and operations to reduce emissions and enable Calgary to achieve a low carbon economy. This comprehensive plan provides strategic actions and principles to enable Council and administrative decision-makers to recommend and determine the optimal use of resources to advance the goals of climate mitigation and a low carbon footprint. The City's Climate Adaptation Action plan details five key themes and programs that are essential to mitigate both the city's contribution to climate change as well as climate impacts.</p> <p>The Draft Hosting Plan integrates and addresses four theme areas found in the Climate Adaptation Action plan:</p> <ul style="list-style-type: none"> • People – reducing Calgary's vulnerability to the impacts of climate change: The smart venue in The Draft Hosting Plan and carbon management strategy focusses on managing emissions to protect air quality and decreasing the movement of people. • Infrastructure – strengthening the built environment to weather storms: The smart venue in The Draft Hosting Plan identifies LEED design standards, while games operations identifies key goals around energy services including redundant power and sustainable energy solutions. • Natural Infrastructure – maximizing the services provided by natural systems: The smart venue in The Draft Hosting Plan has objectives that include minimal biodiversity and habitat impacts; as well as minimizing impact on the natural environment. • Water Management – in The Draft Hosting Plan the games operations and transportation section outlines the intent to utilize water recycling and oil/water separation technology to minimize risk environmental impacts. 	
Corporate Energy Strategy and Plan	<p>This strategy was approved by ALT 2014 July and provides direction for long-term energy activities and decisions for the Corporation. This document outlines the three strategic priorities that will focus The City's efforts: efficient services, energy supply options and corporate capabilities. The Draft Hosting Plan outlines upgrades to facilities where the opportunity exists to enhance energy efficiencies and replace aging equipment as well as maximize the use of cleaner fuel choices to lower the carbon footprint.</p>	
Cultural Landscape Policy	<p>This policy identifies the need to protect, manage and celebrate the rich collection of historic resources found within Calgary's open space system. There is support for the Rivers District Master Plan (2018), which has a goal of protecting natural surroundings, while sustainability addresses protecting natural landscapes in The Draft Hosting Plan.</p>	

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Cultural Plan for Calgary	<p>The Cultural Plan for Calgary is a ten-year plan to realize by 2026. The plan outlines eight theme areas with the five strategic priorities. Listed below are the five strategic priority areas and associated alignment components to The Draft Hosting Plan.</p> <ul style="list-style-type: none"> • Maximize Calgary’s diversity advantage: The Cultural Plan sets an objective of expanding the use and promotion of festivals and events as one of the most effective means of responding to the cultural interests and needs of diverse communities, in part showcasing and connecting Calgary’s diverse population. An important dimension of sustainability for the Games is to enable broad stakeholder participation and inclusion. In The Draft Hosting Plan there is emphasis on connecting with all citizens (persons with disabilities, indigenous partnerships, new Canadians, youth, volunteers, LGBTQ communities as demonstrated in the shared objective sections of the Plan under “better together”). • Grow Calgary’s cultural sector and creative industries: Promoting Calgary as a Music City and developer of digital content is a goal of the Cultural Plan and identified in Calgary’s new Economic strategy as an opportunity for economic diversification in creative industries. The Draft Hosting Plan speaks to attracting and retaining creative professionals; increasing creativity, innovation and investment in Alberta, and creation of a shared narrative for the future by integrating and activating arts, creators and innovators. • Activate culturally vibrant neighborhoods and districts: The Culture Plan speaks to increasing accessibility of outdoor and indoor spaces. Under the being well section of The Draft Hosting Plan the concept of build stronger and healthier communities that are connected to each other through creativity and the exchange of culture are noted. • Reinforce Centre City as the cultural heart of the city: In The Draft Hosting Plan the Cultural Olympiad includes programs on youth and creative education, artist incubation, artistic exchange and animation of City Centre under living a creative life. • Conserve and celebrate Calgary’s built, natural and Indigenous heritage: The Draft Hosting Plan recognizes the shared belonging to this place and desire to build a relationship with indigenous people; enhancement of the natural environment as a result of the Games for a net positive effect is articulated under respect the land. 	✓
Engage Policy	The engage policy provides the guidelines for the development and implementation of engagement processes for stakeholders, both external and internal. The Draft Hosting Plan speaks to as engagement a key theme and states that a comprehensive community engagement program is now underway.	
Environmental Development Review Policy	This policy is a required process for all land use and development permit approvals. It functions to ensure that environmental conditions are considered as an integral part of the development process. Recognition of the importance of preserving and protecting the natural environment is found throughout The Draft Hosting Plan.	

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Environmental Policy	The Environmental policy is a statement of The City's commitment to environmental sustainability and is linked to maintaining The City's ISO 14001 standards through the environmental management system. It identifies the requirement to develop environmental risk mitigation strategies to ensure contractors adhere to strict environmental standards and engage Calgarian participation in the environmental review process. The Draft Hosting Plan identifies environmental priorities, operational and transportation initiatives designed to reduce waste and carbon emissions. Furthermore, opportunities for low energy consumption and water use solutions all with a view of reducing adverse environmental impacts are outlined.	
Festival and Events Policy	This is the City's process for approving a festival or major event. The development of The Draft Hosting Plan and establishment of the Host Corporation are in accordance with the Management Framework of this policy.	

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<p>imagineCalgary</p>	<p>The imagineCalgary plan is The City's 100-year vision which includes long-range goals and targets that support both The City and its community partners in determining which actions should be undertaken to make Calgary a model city that looks after the needs of today's citizens and those to come. imagineCalgary is developed around five systems, with 28 long-range goals, and 114 targets. Analysis of The Draft Hosting Plan's alignment to this visionary document shows extensive alignment to 19 of the 28 long-range goals.</p> <p>imagineCalgary's five systems and alignment areas within The Draft Hosting Plan include:</p> <ul style="list-style-type: none"> • Built environment and infrastructure: The Draft Hosting Plan aligns with a focus on venue re-use and co-locations with anticipated reductions in both travel time and carbon emissions. Any new venues will be on existing developed sites and meet LEED green building standards. The Draft Hosting Plan further articulates housing legacy opportunities with a focus on narrowing the gap of affordable housing units. • Economy: Under shared objectives, The Draft Hosting Plan articulates the need to attract and retain a creative, innovative and diversely skilled workforce. It is anticipated that specific strategies will be developed in these areas. • Natural environment: The Draft Hosting Plan focuses on both minimization of air and water impacts using sustainable technologies. • Governance: When looking at shared objectives within The Draft Hosting Plan, elements of access, equity and self-determination are demonstrated. Examples include enhanced social equity through inclusion, programming and new affordable housing and barrier free access to facilities. While looking at sustainability, The Draft Hosting Plan's organizational chart illustrates the Chief Executive Officer (CEO) has a Vice President of Sustainability, Legacy and Indigenous relations. The placement of responsibilities at this level should help to ensure these three areas are integrated throughout the organization. • Social systems: Under shared objectives and culture The Draft Hosting Plan articulates the many opportunities for aesthetic enjoyment, creative expression, health and wellness, purpose and connectedness, recreation and a sense of community. 	

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imagineParks	Research states, parks and open green spaces help induce a greater sense of community, generosity, trust and civic-mindedness. Live Sites listed in The Draft Hosting Plan and cultural partnership programming opportunities as a result of the Games demonstrate the opportunity to engage citizens in healthy open safe spaces as individuals and families.	
Indigenous Policy	The Draft Hosting Plan extensively honours and seeks to support and engage Calgary's Indigenous peoples. The 2026 Games provide Calgary with the opportunity to advance Indigenous relations and make progress on implementing the Council-approved Indigenous Policy Framework for The City of Calgary, which was grounded in the spirit of Truth and Reconciliation and was developed to account for historical context of the traditional territory. The Truth and Reconciliation Commission of Canada's Findings include a list of calls to action in order to redress the legacy of residential schools and advance the process of Canadian reconciliation. One of the findings is to call upon the officials and host countries of international sporting events such as the Olympics, Pan Am, and Commonwealth games to ensure that Indigenous peoples' territorial protocols are respected, and local Indigenous communities are engaged in all aspects of planning and participation in such events.	✓
Integrated Risk Management Policy	The Draft Hosting Plan details that Calgary 2026 will implement the Enterprise Risk Management framework in accordance with ISO 31000:2018, which meets and or exceeds The City's requirements for managing risk as defined in the Integrated Risk Management Policy.	
Open Space Plan Policy	This policy guides The City's acquisition, development, and use of open space and details procedures and guidelines for making decisions with respect to creating and preserving open spaces. In The Draft Hosting Plan the smart venue concept discussed, will work to preserve existing open spaces by maximizing the use of existing facilities.	
Public Art Policy	This policy details the requirements for acquisition, installation, maintenance and management of public art for The City. The policy requires that a percentage of eligible capital costs for all development up to a maximum of \$4M be allocated for public art. The Draft Hosting Plan speaks to the opportunities to showcase local, national and international artists.	
Public Private Partnership Policy	This policy defines how and when The City will contemplate relying on private funding for the delivery of infrastructure and services. Seven guiding principles detail how Council will select and evaluate P3 options. Although, The Draft Hosting Plan does not venture into P3, it does outline the possibility of the public and private sectors working together under the Partner Activation section.	

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Public Use Policy	This policy directs that Civic Partners and other organizations that have a lease or license arrangement for City-owned land and facilities make the facility available to the public for at least 50% of the available operating time. The Draft Hosting Plan provides extensive details on how Olympic Facilities will be used by both internationally competitive athletes as well as public users.	
Recreation Master Plan	The Draft Hosting Plan aligns with the Recreation for Life Service approach, sustainable practices, and integrated service delivery. This is demonstrated with the smart venues approach, increasing opportunities for physical activity and recreation, and through the re-investment of aging infrastructure.	
RouteAhead	This City document is a 30 year strategic plan for transit, with input from over 4000 citizens, exploring new ways to better serve transit customers. The Draft Hosting Plan includes opportunities to advance transit-oriented development as aligned to the Rivers District Master Plan (2018).	
Sport for Life Policy	This Council policy emphasizes the City's commitment to support, collaborate, and work with Calgary's sport sector and partners to deliver appropriate sports programming for Calgarians through all stages of their life. The Draft Hosting Plan addresses Olympic legacy aspects in that new builds can benefit all citizens through their opportunity to utilize the facilities and participate in sport activities. The Draft Hosting Plan also details Partner Activation Opportunities (youth development programs, healthy living, and indigenous peoples).	✓
Sustainable Building Policy	This policy outlines that all newly occupied city-owned building in excess of 500m2 must meet or exceed the gold level of the LEED New Construction rating system or the silver level of the LEED Commercial Interiors rating systems. Calgary was the first Canadian municipality to adopt a Sustainable Building policy. The Draft Hosting Plan identifies LEED design standards for venue and village buildings and other clean energy technologies throughout.	
Sustainable Environment and Ethical Procurement Policy	This Policy focuses on purchase decisions made by The City and seeks to embed ethical, environmental and economic performance criteria into The City's supply chain, as managed by the Supply business unit. Within The Draft Hosting Plan there is acknowledgement that all sourcing decisions will consider environmental, social and ethical criteria which is in complete alignment with this policy.	
Triple Bottom Line (TBL)	The Triple Bottom Line policy is focused on supporting sustainable development by requiring that Administration understand, evaluate and address all policy and plans for Council or Administrative Leadership Team approval on three dimensions: economic, social, and environmental. Additionally, the TBL policy supports the development of performance measures, and informs action and implementation plans. The Draft Hosting Plan reflects a multi-criteria lens and contains TBL sustainability impacts and benefits throughout. The International Olympic Committee's guiding documents include the "Olympics Games Guide on Sustainability" and is now embedded in the Host City Contracts and Operational Requirements for Host Cities.	

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User Fees and Subsidies Policy	This policy provides a consistent approach for setting user fees. Although this policy is generally aligned to operational services such as waste, water, pet licensing, etc. the policy advances some important principles that must be considered and acknowledged with respect to The Draft Hosting Plan. As previously noted The Draft Hosting Plan aligns to the MGA which states that the purposes of a municipality are to provide services, facilities or other things that, in the opinion of council, are necessary or desirable for all or a part of the municipality. The User Fees Policy provides clear guidance with respect to assessing societal benefits. Societal benefits aligns to the TBL framework. When comparing The Draft Hosting Plan to this policy, a potential bid could advance all twelve Social Benefit criteria identified in the User Fees and Subsidies Policy.	✓
Waste Diversion Strategy	The City's objective is to work towards zero waste by using materials responsibly and minimizing consumption. In The Draft Hosting Plan the sustainability and legacy section clearly addresses a zero-waste objective; while it is also reflected through the acknowledgement that all sourcing decisions will consider environmental, social and ethical criteria.	
Water Efficiency Plan	In conjunction with the Climate Resilience Strategy: Mitigation & Adaptation Action Plans water management strategies are outlined in The Draft Hosting Plan.	
Welcoming Communities Policy	This policy outlines a process for enhancing the lives of immigrants in Calgary by identifying ways in which The City can better serve immigrant needs. In The Draft Hosting Plan under the workforce diversity, it was identified that the development of a recruitment strategy emphasizing the attraction of citizens with diverse backgrounds is required. Recruitment strategies are to emphasize gender-balance and attract immigrants, visible minorities, Indigenous people, youth and LGBTQ.	

Visual representation of the Calgary 2026 Games Values and alignment with City of Calgary Policies, Strategies and Plans

