



# ENVIRONMENT STRATEGY

## WHAT WE HEARD REPORT (PHASE THREE)

An overview of the project, engagement activities, range of input received and the themes that were raised in phase three.



# Environment Strategy

Stakeholder Report Back: What we Heard (Phase three)  
May 13, 2021

## Contents

Executive Summary .....	2
Project overview .....	4
Project background .....	4
Project alignment .....	4
Engagement overview .....	5
The engagement process .....	5
Stakeholders .....	6
How we communicated .....	6
What we asked .....	6
What we heard .....	6
Next steps .....	7
Summary of Input .....	8
Phase 1 (youth) .....	8
Phase 2 (public) .....	8
Phase 3 (external targeted stakeholders) .....	9
Section 1 .....	10
Section 2 .....	11
Theme .....	11
Detailed explanation .....	11
Section 3 .....	12
Theme .....	12
Detailed explanation .....	12
Verbatim Comments .....	15
Appendix A – Council Directives .....	17
Appendix B – Engagement Principles .....	18

## Executive Summary

Motion C2019-0285 recognized that The City has a number of specific environmentally themed strategies, policies, and action plans, but lacks a unifying long-term environmental strategy that defines the environmental direction for The City as a whole. The Environment Strategy and action plan will provide the direction necessary to achieve the Citizen Priority of 'A *Healthy and Green City*'.

Engagement for this project is occurring in four phases. This engagement approach ensures that The City, Calgarians and external organizations are working collaboratively towards a shared future state. The chart below outlines the overall engagement strategy for the project to date.

Phase	Target audience	Date	Tactics	Communications	Number of participants (interacted with the project)	Number of contributors (provided input)
Phase 1	Youth	June 4 – 6, 2019	9 workshops at Mayor's Environment Expo	Email to teachers; marketing at event for drop-in	250	250
Phase 2	Public	Jan. 12 – 26, 2021	Online (Public page)	Email to 350+ programs/agencies; YouTube pre-roll video ads; website ads; social media	5,298	685
Phase 3	External Targeted	Feb. 16 – Mar. 15, 2021	Online (Hidden page)	Email to 130+ industry programs/organizations	102	33 (combination of individual and team contributions)
Phase 4	Public	2021/2022	Online (Public page)			

Phase one engagement focused on developing a vision for Calgary's environmental future. It intended to set the tone for the Environment Strategy and provide a foundation for the next phase of engagement. Themes from phase one are listed below with bolded themes being those that resonated most with the public in phase two.

- **The environment is an important resource for other things in our lives**
- We are depleting environmental resources and should take action to replenish what we have used.
- We are rooted in the environment.
- We have a symbiotic relationship with the environment and should continue to respect and honour our interconnectedness.
- There is beauty in our environment
- **Make thoughtful, creative and proactive changes to improve the health of the environment because the decisions we make today affect our future.**



# Environment Strategy

Stakeholder Report Back: What we Heard (Phase three)  
May 13, 2021

- **While we all have a responsibility to improve the health of the environment, government should lead by working with people, creating policies/rules and supporting environmental initiatives.**
- Achieving the dream for a healthier environment would elicit feelings of pride, joy and a sense of peace.

In phase two engagement, Calgarians were invited to share what environmental factors matter most and are most concerning to them and confirm our shared values related to Calgary's environmental future.

Participants identified key actions we could take to achieve a healthy and sustainable future. These are:

- Control the city's growth and make better use of space.
- Government is an important leader with the resources and authority to implement policies and regulations.
- Establish better processes for reducing waste and redirecting away from landfills.
- Conserve existing natural spaces and plan for more.

Actions that people shared they would take if no barriers existed included more eco-friendly modes of transportation; more effort towards reducing waste; eco-friendly home renovations; and, supporting the city's natural environment. Primary barriers included the built environment, budget, access to resources, municipal policies and regulations, and lack of awareness.

In phase three engagement, targeted external subject-matter experts were invited to identify issues and opportunities to refine Calgary's proposed environmental framework and actions.

The two main focus areas that targeted stakeholders indicated we should focus our efforts and resources were Water Stewardship and Healthy Ecosystems. The following list outlines the actions targeted stakeholders indicated should be The City's highest priority in the next year.

- Establish a strategy that is built on strong leadership, reduces redundancies and has sufficient resources
- Prioritize preservation and protection of natural spaces
- Prioritize waste reduction

Targeted stakeholders also identified the following opportunities we should focus on in the next decade.

- Grow the low impact business sector;
- Encourage production and access of local products and services; and,
- Encourage the development industry towards green infrastructure, engineering and construction including, but not limited to, building green facades and roofs.

The Environment Strategy and action plan will help renew and strengthen our commitment to achieve the Citizen Priority of '*A Healthy and Green City*'; support The City to be responsive to the diverse and changing environment within Calgary's context; and, set out a clear vision, direction and goals for improving Calgary's environment for all Calgarians.



# Environment Strategy

Stakeholder Report Back: What we Heard (Phase three)  
May 13, 2021

## Project overview

The City of Calgary is consolidating our environmental strategies to provide an updated vision for protecting and improving Calgary's environment into the future.

We understand that the challenges we collectively face are complex and significant. This initiative will combine and strengthen our departmental strategies to leverage and support our strategic efforts and actions to manage our land, biodiversity, water, energy, and waste resources in a much more integrated way.

The Environment Strategy will provide us with a better understanding of the critical environmental challenges Calgary faces so we can plan and design for a future that creates a healthy population, flourishing environment and a prosperous city today and for generations to come.

The project has outlined focus areas that will help define and guide Calgary's Environment Strategy:

- **Climate Adaptation** - Prepare for and adapt to climate change impacts
- **Efficient Energy Use and Buildings** - Reduce energy consumption and greenhouse gas emissions
- **Clean Air** - Manage and protect air quality
- **Sustainable Transportation** - Make walking, cycling and public transit preferred choices
- **Sustainable Neighbourhoods** - Plan for a compact city and complete, healthy communities
- **Healthy Ecosystems** – Protect, restore and enhance natural areas, parks and trees and provide access to nature
- **Water Stewardship** - Support integrated watershed management: protect and improve the watersheds, improve water quality, reduce water consumption and flood risk
- **Zero Waste and Responsible Consumption** - Reduce consumption and waste generation

Calgary has a long history of environmental conservation through both community-led and corporate-led work and volunteerism. The Environment Strategy can build on these efforts by identifying where we need to focus action into the future. The action plan will outline our progress to date and our approach to achieving The City's established targets to improve Calgary's environment over the next ten years.

## Project background

At the 2019 March 18 Combined Meeting of Council, City Council unanimously supported Notice of Motion C2019-0285 and directed Administration to develop a City-wide Environment Strategy and action plan (Environment Strategy). The motion recognized that The City has a number of specific environmentally themed strategies, policies, and action plans, but lacks a unifying long-term environmental strategy that defines the environmental direction for The City as a whole.

## Project alignment

This work will provide the direction necessary to achieve the Citizen Priority of **A Healthy and Green City** which states:

*Calgary is a leader in caring about the health of the environment and promotes resilient neighbourhoods where residents connect with one another and can live active, healthy lifestyles.*

This project responds to the Council Directives outlined in [Appendix A](#).

## Engagement overview

In phase three engagement, we invited targeted stakeholders to identify issues and opportunities to refine Calgary's proposed environmental framework and actions.

Engagement for this project is in four phases. These are:

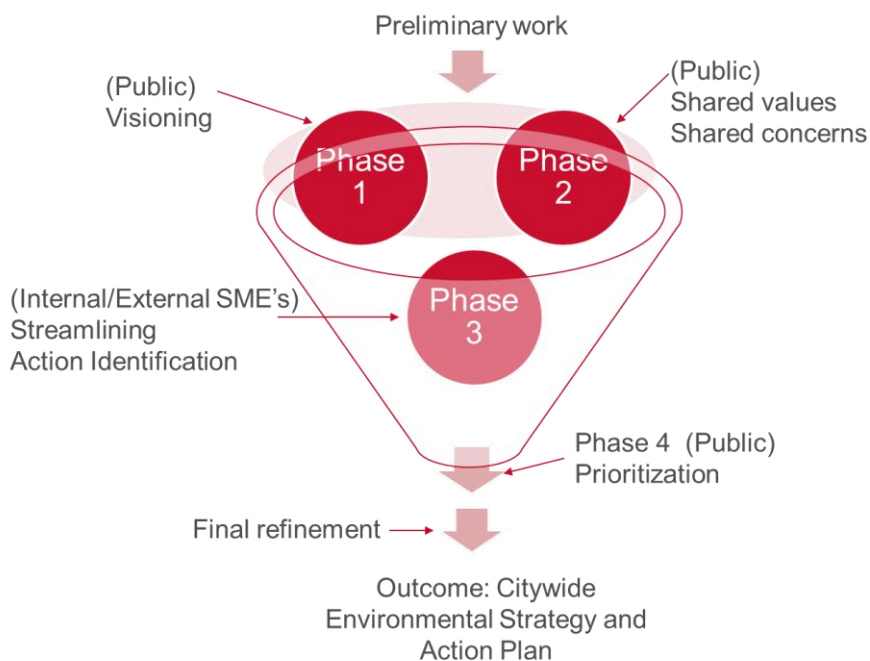
**Phase 1 – Visioning** - Engagement with children/youth attending The Mayor's Environmental Expo focused on developing a vision for Calgary's environmental future to set the tone for the strategy and the next phase of engagement.

**Phase 2 – Confirming** - Engagement seeks to understand what environmental factors matter most and are most concerning to Calgarians and confirm our shared values.

**Phase 3 – Streamlining and Identifying** - Using public input and other data sets, internal and targeted external subject-matter experts will identify issues and opportunities to refine Calgary's proposed environmental framework and actions.

**Phase 4 – Gathering insights** - Using input from Phase three, engagement will seek public input for prioritization of proposed actions.

## The engagement process



To see the engagement principles used in shaping and executing the engagement process see [Appendix B](#).



# Environment Strategy

Stakeholder Report Back: What we Heard (Phase three)  
May 13, 2021

## Stakeholders

The stakeholders for the overall project were grouped into the following categories:

- Public
- Internal (multiple business units across multiple departments at The City of Calgary)
- Targeted Stakeholders include representatives from:
  - Business and Development sector
  - Non-governmental organizations / Academia
  - Regional and Regulatory sector
  - Community groups
  - Environmental groups

Phase three, and therefore this report, is geared towards targeted stakeholders.

## How we communicated

Since this was targeted engagement to industry representatives, we reached out to organizations directly through emails sent from both Environmental and Safety Management and the Engage Resource Unit.

## What we asked

This engagement asked for industry representatives' input on a range of ideas, including:

- what environmental actions should be prioritized;
- the biggest challenges that are anticipated;
- what actions have already had a positive impact on our environment;
- what actions could have a positive impact on our environment; and,
- opportunities for a green economy

A hidden portal page was developed for industry stakeholders. It was private and designed so that responses were visible to one another. It encouraged interaction among participants and facilitated dialogue in an online forum.

## What we heard

The following is a summary of what we heard in phase three engagement.

The two main focus areas that targeted stakeholders indicated we should focus our efforts and resources were Water Stewardship and Healthy Ecosystems.

Actions that targeted stakeholders indicated should be The City's highest priority in the next year are:

- Establish a strategy that is built on strong leadership, reduces redundancies and has sufficient resources;
- Prioritize preservation and protection of natural spaces; and,
- Prioritize waste reduction.

Climate impacts was identified as the biggest challenge facing Calgary in the next 10 years.





# Environment Strategy

Stakeholder Report Back: What we Heard (Phase three)  
May 13, 2021

A range of ideas that could have positive impacts towards improving environmental wellbeing in Calgary were identified. Details for each are included in the summary of input or by clicking on the links below.

- [Climate Adaptation](#)
- [Efficient Energy Use and Buildings](#)
- [Clean Air](#)
- [Sustainable Transportation](#)
- [Sustainable Neighbourhoods](#)
- [Healthy Ecosystems](#)
- [Water Stewardship](#)
- [Zero Waste and Responsible Consumption](#)

A range of actions, including both City- and community-led initiatives were identified as having had a positive impact on our environment. The full list can be found on page 13 of this report.

Targeted stakeholders also identified the following opportunities we should focus on in the next decade.

- Grow the low impact business sector;
  - Encourage production and access of local products and services; and,
  - Encourage the development industry towards green infrastructure, engineering and construction including, but not limited to, building green facades and roofs.
- For a detailed summary of the input that was provided, please see the [Summary of Input](#) section.
- For a verbatim listing of all the input that was provided, please see the [Verbatim Responses](#) section.

## Next steps

Engagement is one input in a project's decision. Inputs into this project include research, literature reviews, public opinion and subject-matter expertise.

Input heard in all phases of this project, along with feedback from internal stakeholders will be reviewed and used to develop proposed environmental actions. The proposed Environment Strategy will be presented to the Executive Leadership Team before being presented to the Standing Policy Committee on Utilities and Corporate Services June 23, 2021 followed by City Council July 26, 2021. Actions will then be brought back to the public in phase 4 engagement before being brought back to industry representatives and internal stakeholders to make a final refinement to identify strategies and initiatives of greatest impact that the corporation and community can action.





# Environment Strategy

Stakeholder Report Back: What we Heard (Phase three)  
May 13, 2021

## Summary of Input

The following summary of input will provide quick overviews of what we heard in the first and second phases of engagement and then focus in more detail on the third phase of engagement which involved targeted industry representatives.

To see the detailed What we Heard Reports from phases one and two, visit [www.engage.calgary.ca/environment](http://www.engage.calgary.ca/environment).

### Phase 1 (youth)

Phase one engagement focused on developing a vision for Calgary's environmental future. Using graphic recording, a technique that records conversation through text and graphics, youth attending the Mayor's Environment Expo 2019 were invited to share their ideas of what they imagined for Calgary's environmental future. This work intended to set the tone for the Environment Strategy and provide a foundation for the next phase of engagement. Themes from phase one are:

- The environment is an important resource for other things in our lives
- We are depleting environmental resources and should take action to replenish what we have used.
- We are rooted in the environment.
- We have a symbiotic relationship with the environment and should continue to respect and honour our interconnectedness.
- There is beauty in our environment
- Make thoughtful, creative and proactive changes to improve the health of the environment because the decisions we make today affect our future.
- While we all have a responsibility to improve the health of the environment, government should lead by working with people, creating policies/rules and supporting environmental initiatives.
- Achieving the dream for a healthier environment would elicit feelings of pride, joy and a sense of peace.

### Phase 2 (public)

Building on phase one engagement, Calgarians shared which themes resonated most with them. These are:

- The environment is an important resource for other things in our lives
- Make thoughtful, creative and proactive changes to improve the health of the environment because the decisions we make today affect our future.
- While we all have a responsibility to improve the health of the environment, government should lead by working with people, creating policies/rules and supporting environmental initiatives.

Calgarians were also invited to share what environmental factors matter most and are most concerning to them. Participants identified key actions we could take to achieve a healthy and sustainable future. These are:

- Control the city's growth and make better use of space.
- Government is an important leader with the resources and authority to implement policies and regulations.
- Establish better processes for reducing waste and redirecting away from landfills.

- Conserve existing natural spaces and plan for more.

We wanted to understand what actions Calgarians are most inspired to act on that would reduce their impact on the local environment and what is standing in the way of them achieving this. The chart below is a summary of what we heard.

Action	Barrier
Would consider more eco-friendly modes of transportation	<ul style="list-style-type: none"> <li>• The built environment does not support environment-friendly actions</li> <li>• Need complete communities that make walking and cycling easier</li> <li>• Budget, especially in relation to purchasing an electric vehicle</li> </ul>
Would put more effort into reduction waste	<ul style="list-style-type: none"> <li>• Local government should advocate for reduced packaging</li> <li>• Need more garbage and recycling containers in public spaces</li> <li>• Limited range of what can and cannot be recycled in Calgary's processing facilities</li> <li>• Budget, in relation to the cost of buying items in recyclable or compostable packaging</li> </ul>
Renovate home to be more eco-friendly	<ul style="list-style-type: none"> <li>• Budget to make improvements</li> <li>• Cost-saving measures (e.g. minimal heating bill) often outweigh home improvements (e.g. expensive window replacement)</li> <li>• Condo companies who are responsible for their building exteriors, rental properties, and municipal government regulations</li> <li>• Unsure what improvements will have the greatest impact</li> </ul>
Support the city's natural environment	<ul style="list-style-type: none"> <li>• Municipal policies and regulations</li> </ul>

### Phase 3 (external targeted stakeholders)

Phase three engagement invited targeted external subject-matter experts to identify issues and opportunities to refine Calgary's proposed environmental framework and actions. This included industry representatives with:

- Business and Development sector
- Non-governmental organizations / Academia
- Regional and Regulatory sector
- Community groups
- Environmental groups

This engagement asked for industry representatives' input on a range of ideas, including:

- what environmental actions should be prioritized;
- the biggest challenges that are anticipated;
- what actions have already had a positive impact on our environment;
- what actions could have a positive impact on our environment; and,
- opportunities for a green economy



# Environment Strategy

Stakeholder Report Back: What we Heard (Phase three)  
May 13, 2021

## Section 1

This section identifies information about the participating organizations and recommendations regarding where we should be allocating resources moving forward.

Chart 1 indicates which focus area(s) is the organization's primary mandate. A few indicated that their organization works within multiple focus areas. Chart 2 indicates which focus areas subject-matter experts thought are most important for us to be focusing our efforts and resources towards.

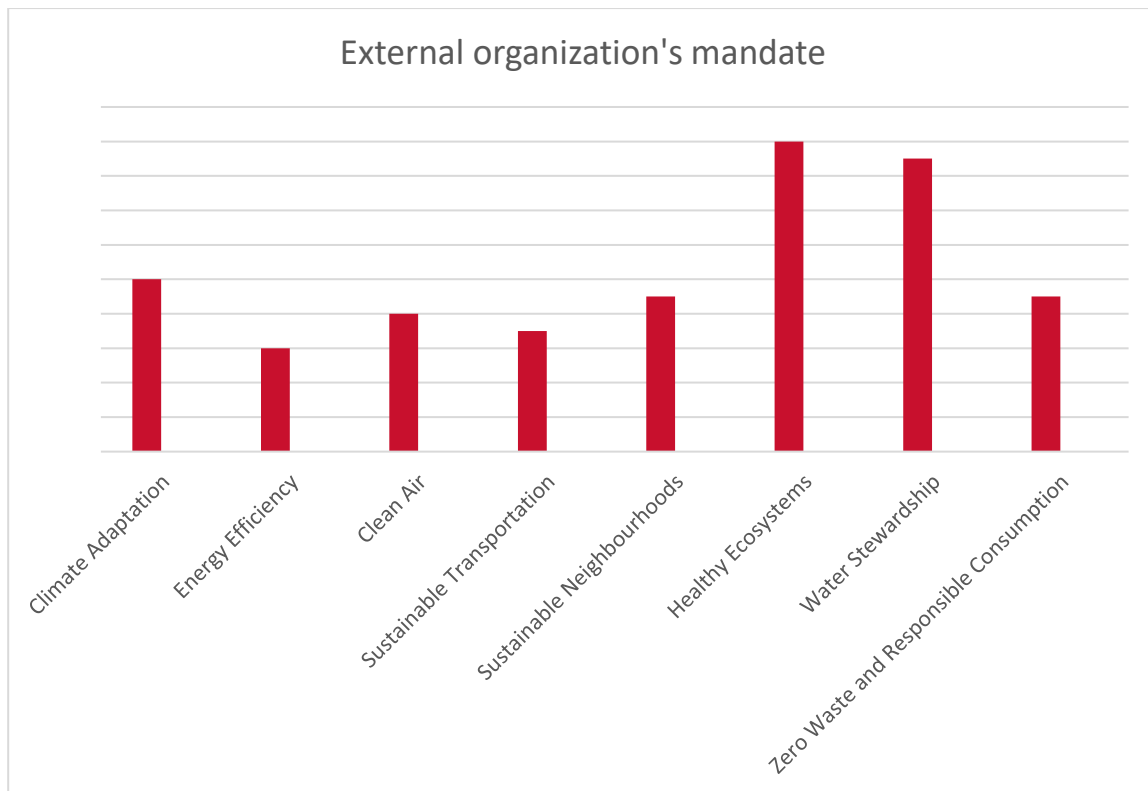


Chart 1

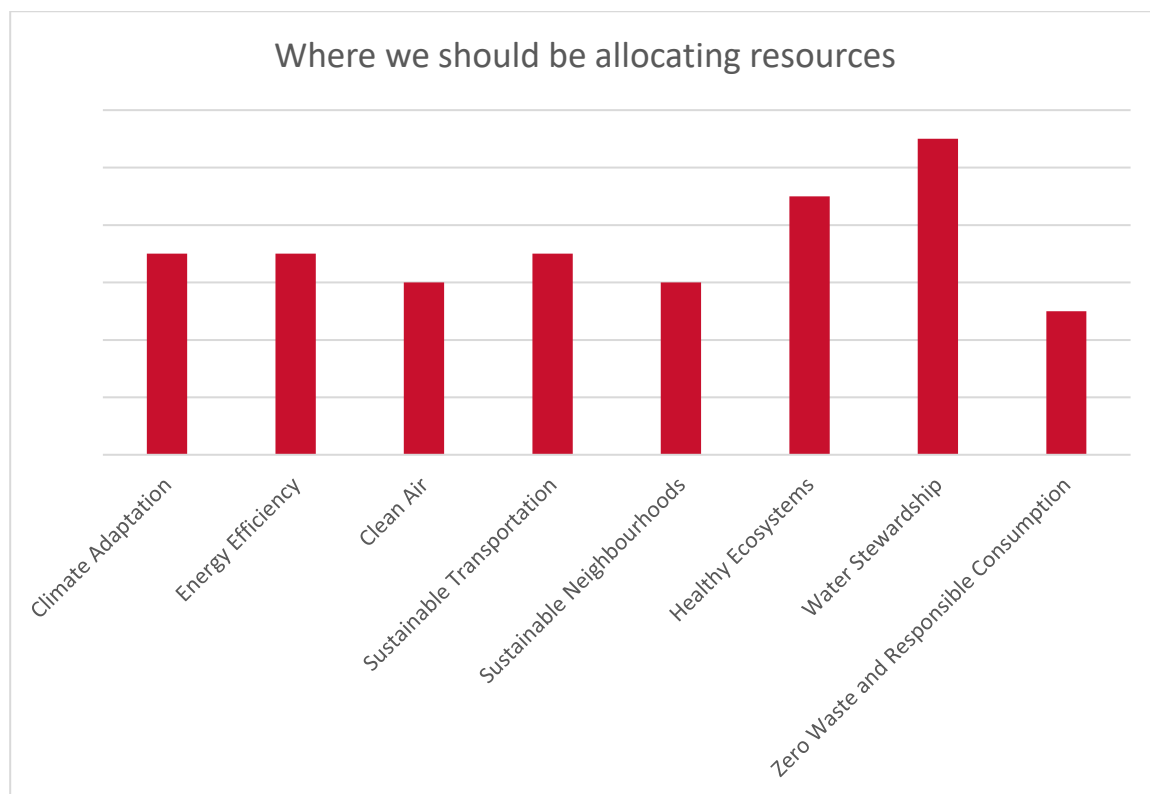


Chart 2

## Section 2

Phase two engagement identified complete communities, strong leadership, better waste reduction processes and increased support for Calgary's natural environment as key actions we need to take to achieve a healthy and sustainable environmental future.

Building on this, Table 1 outlines what we heard from industry stakeholders regarding what actions they think should be the highest priority for Calgary's environment in the next year.

Table 1

Theme	Detailed explanation
Establish a strategy that is built on strong leadership, reduces redundancies and has sufficient resources	This theme focuses on our collective responsibility and suggests that a unified plan that draws on existing work and is founded in a collaborative approach is vital. It suggests that The City of Calgary's role should be based in collaborative partnerships, both internally and externally; should consider a regional lens; and should be a strong advocate to, and with, other levels of government. It highlights opportunities for The City of Calgary to lead by example, set clear expectations and be an advocate for things such as sustainable transportation goals and changes to packaging practices.

Prioritize preservation and protection of natural spaces	This theme focuses on the value of taking proactive steps to preserve and protect natural spaces. It suggests that it is important to protect wetlands, green spaces and environmentally significant areas, keeping spaces undeveloped as much as possible, including returning degraded sites to their natural conditions. It further highlights that ecological restoration, habitat connectivity, riparian health, turning more land into regenerated ecosystems and enhancing linear open spaces across urban landscapes are important actions. Additionally, this theme indicates that it is important to consider the surrounding areas so the impacts upstream and downstream are managed appropriately.
Prioritize waste reduction	This theme focuses on prioritizing waste reduction through initiatives such as extended producer responsibility; further exploration of circular economy for plastics; increasing waste diversion and reducing unnecessary packaging.

## Section 3

The following section outlines the remaining questions we asked of industry stakeholders. Questions are **bolded** and followed up with summaries of what we heard.

**A review of local, national and international studies on environmental issues has uncovered the following four challenges as the ones that Calgary is most likely to encounter in the next 10 years. Which of these do you anticipate is the biggest challenge facing Calgary? Please explain your response.**

Table 2

Theme	Detailed explanation
Climate impacts	The rationale provided for selecting <i>climate impacts</i> as the biggest challenge facing Calgary in the coming years range from reducing impacts to biodiversity to levels of accountability, including instituting levies and better adherence to building standards.
Waste and Consumption: consumption patterns and the impacts of waste	The reasons that <i>waste and consumption</i> was selected as the second biggest challenge of the four include the need to take actions towards eliminating single-use plastics and supporting a culture shift towards sustainability; collectively using resources more responsibly.
Growth Pressures: encroachment on Calgary's natural spaces and wildlife habitat	The rationale for selecting <i>growth pressures</i> third primarily focused on the increased usage of natural spaces during the COVID-19 pandemic and seeks to find more balance between our needs and that of nature. Additional reasons included the impacts of urban sprawl on natural spaces and wildlife habitat.

Pollution: changes to air, water and soil quality	The primary reason behind selecting <i>pollution</i> was in regards to the number of wildfires, resulting in increased exposure to particulates found in the smoke.
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### What actions do you believe could have the most positive impact to improve environmental wellbeing in Calgary?

See each of the **focus areas** below for recommended actions we heard from industry. These are not in any particular order.

- **What actions do you believe could have significant positive impact on our environment for Clean Air?**
  1. Take steps to reduce emissions. This includes activities such as tailpipe emissions testing, trade-in or buy-back programs for poor performing vehicles, transitioning Transit vehicles to electric, and giving incentives to those with electric or hybrid vehicles.
  2. Plan for needed infrastructure to support alternative and active modes of transportation and minimize vehicle use, including working from home.
  3. Reduce urban sprawl and plan for complete communities which would decrease commuting and improve air quality.
  4. Add trees, vegetation and green infrastructure to filter air and reduce emissions from vehicles.
  5. Promote air quality education initiatives and offer better erosion and sediment control enforcement.
- **What actions do you believe could have significant positive impact on our environment for Climate Adaptation?**
  1. Take actions to improve our natural assets and aquatic ecosystem health. This includes:
    - a. protect and restore riparian areas;
    - b. stormwater management;
    - c. restoration of wetlands and river systems for flood mitigation;
    - d. be water efficient, including use of greywater, rainwater harvesting and low impact design;
    - e. landscaping practices that support flood and drought management; and,
    - f. increase, protect and restore natural assets, including planting more trees and use natural infrastructure.
  2. Support initiatives that enhance local economics, including shop local, produce local, farm to table.
  3. Promote low impact development and green building design.
  4. Take actions to reduce car dependency and increase use of transit and active modes of transportation.
- **What actions do you believe could have significant positive impact on our environment for Energy Efficiency?**
  1. Establish high energy efficiency standards and renewable power mandates better understand the long-term impacts of energy use. Monitor energy consumption with a goal of phasing out activities that waste energy.
  2. Set minimum green building standards and give incentives for those who meet these standards.
- **What actions do you believe could have significant positive impact on our environment for Healthy Ecosystems?**
  1. Support natural assets, including:

- a. protect environmentally sensitive areas and open spaces;
  - b. protect seasonal and rain-dependant streams and uncover buried streams;
  - c. improve riparian protection and setbacks to encourage wildlife movement;
  - d. land conservation;
  - e. create buffer zones around natural areas; and,
  - f. establish wildlife corridors, including evaluative streetscapes for this purpose.
2. Reduce things such as urban sprawl, use of pesticides on City property and in residential areas, and depositing pollutants on roads.
  3. Put minimum ecological standards in place for landscaping.
- **What actions do you believe could have significant positive impact on our environment for Sustainable Neighbourhoods?**
1. Enhance neighbourhoods by:
    - a. using naturalized elements in neighbourhood design, including green spaces;
    - b. using placemaking to capitalize on local assets and amenities;
    - c. turning back alleys into pollinator corridors;
    - d. reducing street width requirements to slow down traffic and adding curb cuts at every street corner;
    - e. ensuring parking and building developments are not impervious; and,
    - f. ensuring developers meet a higher environmental standard for developments no matter the scale.
  2. Create complete communities that are more walkable.
  3. Encourage more natural space on private and public land, including food forests, rain garden projects, and include pollinator-friendly plants.
- **What actions do you believe could have significant positive impact on our environment for Sustainable Transportation?**
1. Ensure the built environment supports transit and active transportation, including improved pathway systems, bike lanes added to new road construction, improved multimodal transport and road closures in busy areas.
  2. Improve the transit system by expanding the network and exploring digital payment options.
  3. Promote people working from home.
- **What actions do you believe could have significant positive impact on our environment for Water Stewardship?**
1. Implement higher standards for design options that support healthy water management, primarily low impact design.
  2. Promote alternative water collection strategies, including rainwater harvesting, greywater use, and fit-for-purpose reuse of water.
  3. Be proactive about watershed and stormwater protection. This includes actions such as addressing the impacts of road pollutants and land conservation programs that address aquatic ecosystem health.
- **What actions do you believe could have significant positive impact on our environment for Zero Waste and Responsible Consumption?**
1. Reduce or ban single-use plastics.





# Environment Strategy

Stakeholder Report Back: What we Heard (Phase three)  
May 13, 2021

2. Advocate for the reduction of plastic packaging and increased use of alternative packaging options.
3. Advocate for extended producer responsibility which puts the accountability for disposal of products on the producer.
4. Use a circular economy model.

## ➤ Other

Food security and urban food production as well as wildlife movement and habitat connectivity were top themes when we asked what other topics you believe should be added to the Environment Strategy and action plan.

### **Tell us what actions you believe have had a significant positive impact on our environment.**

A range of actions, including both City- and community-led initiatives were identified. Some of these included actions that:

- Promoted partnership and cross-industry and cross-government opportunities;
- Built on grassroots initiatives;
- Supported higher environmentally-friendly building standards;
- Supported policies around environmental health and safety, food production, salvage, and water management;
- Changed consumption and transportation habits resulting from the pandemic;
- Supported placemaking;
- Constructed stormwater wetland projects and other stormwater management initiatives;
- Promoted treatment of greywater and stormwater reuse;
- Restored naturalization of sensitive lands;
- Cleaned up parks and pathways; and,
- Encouraged circular economy through sell, share, and trade community initiatives.

### **Efforts to reduce environmental impact and boost sustainability worldwide are driving the creation and growth of a green economy. What opportunities would your organization consider as the strongest ones for Calgary in the coming decade?**

The three main opportunities were:

1. Grow the low impact business sector. This includes supporting an environment that is desirable for investment and creates conditions that make it fair for businesses to compete in the current and future market.
2. Encourage production and access of local products and services. This builds on the positive behaviour exhibited during the pandemic.
3. The built environment needs to better contribute to a healthy ecosystem. Encourage the development industry towards green infrastructure, engineering and construction including, but not limited to, building green facades and roofs.

## Verbatim Comments

Verbatim comments include all feedback, suggestions, comments and messages that were collected online through the engagement described in this report. All input has been reviewed and provided to the project



## Environment Strategy

Stakeholder Report Back: What we Heard (Phase three)  
May 13, 2021

team to be considered in decision making for the project. The verbatim report will be posted to [www.engage.calgary.ca/environment](http://www.engage.calgary.ca/environment) in June 2021.



# Environment Strategy

Stakeholder Report Back: What we Heard (Phase three)

May 13, 2021

## Appendix A – Council Directives

- Calgary needs to address climate change in a way that engages Calgarians, resonates with the majority, and doesn't alienate people. We need to lever incentives that focus on the economic benefits of addressing climate change (such as business diversification, job creation, opportunities for small businesses and all Calgarians) and align The City's climate change strategies with other orders of government and industry initiatives.
- Calgary and The City should become nationally and internationally competitive by embracing a low carbon economy, fostering alternative energies and developing strategies to reduce adverse impacts and vulnerabilities resulting from climate change.
- Integrated watershed management is essential to protect public health and the environment, while strengthening our resiliency to a changing climate. Calgary must develop our communities with a focus on achieving future water security and a sustainable water supply. Accordingly, watershed management must be integrated into our land use policies, plans and decisions. Accomplishing sustainable, effective watershed management within Calgary and the region will also require working collaboratively with other orders of government, adjacent municipalities, residents, landowners, developers, businesses, and the First Nations.
- We must also develop strategies to create communities that support healthy lifestyles and interaction amongst residents (walkability, pedestrian, bike and public transit connections) to reduce and prevent social isolation. Partnerships with community groups, not-for-profits and businesses will encourage the development of public meeting places that can be used by Calgarians of all ages, abilities and during all seasons.
- We need to continue to implement a range of accessible and affordable recreational programs and opportunities that encourage active daily living. Continuous investment in indoor and outdoor recreation facilities that address the changing needs of Calgarians will be important to support healthy lifestyles for all.
- Finally, we must continue to make parks and green spaces a priority and proactively seek to increase green space in neighbourhoods.



# Environment Strategy

Stakeholder Report Back: What we Heard (Phase three)  
May 13, 2021

## Appendix B – Engagement Principles

At the City of Calgary engagement means, purposeful dialogue between The City and stakeholders to gather information to influence decision making. Engagement is:

- **Citizen-centric** focusing on hearing the needs and voices of both directly impacted and indirectly impacted citizens;
- **Accountable** upholding the commitments that The City makes to its citizens and stakeholders by demonstrating that the results and outcomes of the engagement processes are consistent with the approved plans for engagement;
- **Inclusive** making best efforts to reach, involve and hear from those who are impacted directly or indirectly;
- **Committed** allocating sufficient time and resources for effective engagement of citizens and stakeholders;
- **Responsive** acknowledging citizen and stakeholder concerns;
- **Transparent** providing clear and complete information around decision processes, procedures and constraints.

The City's commitment to transparent and inclusive engagement processes is outlined in the *engage!* Policy (CS009).