

CALTARY'S PLAN FOR LONG RANGE URBAN SUSTAINABILITY





Shaping our city's future

What are your hopes and dreams for Calgary's future?

By answering this and four other simple questions, Calgarians began the process of shaping their city's future. imagineCALGARY was an 18 month project which launched in January 2005 with the goal of producing a long range urban sustainability plan for Calgary. Over 18,000 Calgarians added their voice to imagineCALGARY, making this the largest community visioning process of its kind anywhere in the world!

imagineCALGARY was a City led — community owned initiative. The City of Calgary provided project staff and resources to support over 150 active and committed stakeholders who were responsible for developing the plan.

The plan includes a long range vision and goals which reflect the diversity of aspirations and interests of the community for the future. It also includes a series of targets which provide useful reference points for organizations and individuals to determine what action can be taken to reach the goals.

imagineCALGARY took an innovative approach to developing the plan. The city was viewed as a whole system, of which all the parts are inter-related. People, buildings, commerce, roads, businesses, skills, government structures, incomes, plants and animals, history, churches, schools and countless other elements combine to make up our community. imagineCALGARY hosted a discussion about the whole community with the aim of making the whole greater than the sum of its parts.

There is no better time for long term sustainability planning in Calgary. As the city continues to prosper and face unprecedented levels of growth, a plan that expresses the aspirations of the community is critical.

Now, with a roadmap to get us to there, citizens, corporations, community agencies and the civic government of Calgary are working together to shape the city's future.

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Our vision for Calgary

For thousands of years, people have met at the confluence of two vital rivers to imagine and realize their futures. Together, we have built a city of energy, born of a powerful convergence of people, ideas and place. Together, we continue to imagine Calgary, making a community in which

- We are each connected to one another. Our diverse skills and heritage interweave to create a resilient communal fabric, while our collective spirit generates opportunity, prosperity and choice for us all.
- We are each connected to our places. We treasure and protect our natural environment. Magnificent mountain vistas and boundless prairie skies inspire each of us to build spaces worthy of their surroundings.
- We are each connected to our communities. Whether social, cultural or physical, these communities are mixed, safe and just. They welcome meaningful participation from everyone and people move freely between them.
- We are each connected beyond our boundaries. We understand our impacts upon and responsibilities to others. Our talent and caring, combined with a truly Canadian sense of citizenship, make positive change across Alberta, throughout Canada and around the world.

We can make it happen!

With purpose, drive and passion, Calgary will be a model city, one that looks after the needs of today's citizens and those to come. We make imagination real; it's the Calgary way. It's what we've always done and will always do.

Calgary: a great place to make a living, a great place to make a life.

Built environment and infrastructure system 100-year goals

Communications

Calgarians are connected to each other and the rest of the world. Our communication systems are reliable and support the engagement of all people, information dissemination, social relationships, entertainment and economic activity.

Energy

The energy used by Calgarians comes from a diverse portfolio of resources that are renewable, have a low impact on the environment and contribute to the positive development of our society. Calgarians use energy in an efficient and responsible manner.

Food

Food sources derive from sustainable practices that provide us with a high quality, healthy, affordable and secure supply of food.

Goods and services

Calgarians access a wide variety of locally produced goods and services and consume these in a responsible manner. We support and consume responsibly produced goods and services from around the world.

Housing

Calgarians have a choice of housing options that are affordable, accessible and eco-efficient and that support a variety of lifestyles. Housing reflects local environmental conditions and resources and is adaptable over time to reflect changes in technology, climate and demographics.

Transportation

Calgary is built at a human scale with a transportation system that serves the access and mobility needs of all people through a choice of convenient, comfortable, affordable and efficient transportation modes. The transportation system connects people and goods locally, regionally and globally. Transportation needs are met safely and in a manner supportive of human and ecosystem health.

Waste management

Calgarians work toward zero waste by using materials responsibly and minimizing consumption. We reuse, recycle and reduce the materials we consume. Wastes created are safely managed without harm to other species or systems.

Economic system 100-year goals

Economic well-being

Calgary is a city with a vibrant, resilient, environmentally sound and sustainable economy that fosters opportunity for individual economic well-being.

Meaningful work

Through their work, all Calgarians have the opportunity and working conditions to contribute to their own and their community's economic and social well-being in a personally meaningful way.

Sufficient income

All Calgarians have sufficient income and other resources to meet their current and future needs and to provide for healthy lives.

Governance system 100-year goals

Access

Calgary is a city in which individuals have access to all public information when they need it. They can and do participate in decisions that affect their well-being. Decision-making is an inclusive process in which broad-based support is actively sought and contributes to continual improvement in people's lives. Factors such as language, age, race, culture, gender, sexual orientation, time, finances, ability, knowledge and health are not barriers to public decision-making.

Conflict resolution

Calgary is a city in which conflicts are resolved peacefully and individuals' rights and responsibilities are accepted. Conflict resolution is seen as an opportunity to improve the fabric of the community — to ensure that all voices are heard in the resolution process. The community and local governments support mutual understanding and respect, harmony and co-operation among all peoples.

Equity

Calgary maintains and champions each person's right to a sustainable life and a sustainable environment in which to live. Diversity is valued and all voices are considered in the decision-making process. Factors such as language, age, race, culture, gender, sexual orientation, time, finances, ability, knowledge and health are not barriers to publicly provided goods and services. Each decision results in the most effective and fair method of achieving mutually beneficial objectives. All decision-making enhances the value, vitality and sustainability of human and natural systems in both the present and future.

Self-determination

Calgary is a partner in creating and managing a sustainable region. We are empowered and actively engaged in our local community and beyond. The personal and collective freedoms that Calgarians enjoy are balanced by their responsibilities to each other and the world. Opportunities for improving quality of life are numerous and accessible, creating an environment in which Calgarians are able to decide their futures.

Natural environment system 100-year goals

Air

Calgarians value the quality of clean air, recognizing it as the most basic need for survival. Treasuring clear, bright skies, we steward our airshed and responsibly address climate change. Economic and social activities protect all living things by ensuring healthy air quality indoors and out.

Land and soil

Fertile soil is vital to maintaining life. Calgarians are responsible stewards of land, maintaining the life-supporting processes integral to healthy, intact ecosystems. We use and share our land wisely and equitably.

Plants and animals

Calgary is rich with intact ecosystems. We protect and restore our natural heritage, valuing native biodiversity as the foundation of life. Our built environment is integrated into and respects the natural environment we inhabit.

Water

Water is recognized as necessary for life. Calgarians value this precious resource and guarantee equitable access for all living things. We are stewards of water, protecting its quality and maintaining the integrity of the hydrologic cycle. Our water supply system is sufficiently secure, flexible and adaptable to changing conditions and circumstances.

Social system 100-year goals

Aesthetic enjoyment

All aspects of life in Calgary provide opportunities for aesthetic enjoyment. We recognize and protect our natural and built environments for their beauty. Our traditions, values and distinctive characteristics are used to enhance physical and human resources. Opportunities for aesthetic enjoyment are accessible to all.

Creative self-expression

Creative self-expression is cultivated and nurtured as part of everyone's life. We renew ourselves, using our unique gifts and talents, through creative self-expression. There is a wide range of opportunities for creative expression.

Health and wellness

Calgary is known for its attention to a healthy lifestyle. We sustain physical, mental and social well-being. In circumstances in which health is compromised, we can easily access knowledge and services. ecological, social and economic interconnectedness is reflected in our support for well-being.

Lifelong learning

We value opportunities for continuous personal growth and development. We are empowered by learning and, as a result, can make substantial improvements to our own and others' lives. The community is a learning ground for all.

Meaning, purpose and connectedness

We create individual meaning, purpose and connectedness in our lives for our own benefit and that of others. We respect and embrace the ways in which others choose to create meaning, purpose and connectedness.

Peace, safety and security

We live in peace. We are safe in our homes and throughout our city. We believe and behave in ways that reflect our respect and consideration for all life forms. We have adequate income and access to resources. We live with each other in unity.

Recreation

We are continually renewed by participating in activities that refresh our bodies and minds. active lifestyles contribute to our abilities to restore and enhance our senses of personal and community well-being.

Relationships

We participate in mutually supportive and generous relationships. Interactions are based on mutual respect: with oneself, other persons, other cultures, other beings and the larger whole of which all are a part. These healthy relationships help people understand their human, cultural, historic and natural systems.

Self-esteem

We are confident and satisfied. We know we are valued and respected. We collectively understand and act upon our inner potential so we can achieve sustainable development.

Sense of community

We have a sense of belonging, friendship and identity within the context of our groups and neighbourhoods. We honour and celebrate diversity. We act as collective stewards of our values, traditions, institutions and the natural environment.

Built environment and infrastructure system targets

Communications

- T1 By 2036, 75 per cent of Calgarians report that they are informed.
- T2 By 2036, all Calgarians have easy access to current forms of communications technology and resources.
- T3 By 2036, Calgarians increase their use of communications technology to support sustainability.
- T4 By 2036, Calgary increases the number of facilities and spaces that encourage human interaction, and they are widely distributed throughout the city.

Energy

- T5 By 2036, 30 per cent of Calgary's energy derives from low-impact renewable sources.
- T6 By 2036, all new and retrofitted communities, buildings, vehicles, equipment and processes are built to be within five per cent of the highest energy-efficient design available out of all economically competitive products, as measured on a life cycle basis.

Food

- T7 By 2036, Calgarians support local food production.
- T8 By 2036, Calgary maintains access to reliable and quality food sources.
- T9 By 2036, 100 per cent of Calgary's food supply derives from sources that practice sustainable food production.
- T10 By 2010, 100 per cent of Calgarians have access to nutritious foods.

Goods and services

- T11 By 2036, over 50 per cent of Calgary businesses adopt a protocol for sustainable practices and report on it regularly.
- T12 By 2016, Calgary has a strong and diverse portfolio of locally based businesses.
- T13 By 2036, all Calgarians consume more responsibly.
- T14 By 2036, we are developing "complete communities" that, among other aspects, allow people to obtain daily goods and services within a reasonable walking distance from home.
- T15 By 2036, all new commercial buildings are designed to encourage the use of alternative forms of transportation (e.g. walking, cycling and transit).
- T16 By 2036, all new and retrofitted non-residential buildings are built to be within five per cent of the highest energy- and water-efficient design available out of all economically competitive products, as measured on a life cycle basis.
- T17 By 2036, all commercial buildings are accessible to people with disabilities.

Housing

- T18 By 2016, we are developing "complete communities" that enable people to meet most of their daily needs within a reasonable walking distance from home.
- T19 By 2036, all new and retrofitted residential buildings are built to be within five per cent of the highest energy-efficient design available out of all economically competitive products, as measured on a life cycle basis.

TARGETS



T20 By 2036, all Calgarians have the option of spending less than 30 per cent of their gross family incomes on housing.

T21 By 2036, the Calgary market can meet the housing needs of those below the Low-income Cut-off (LICO).

Transportation

T22 By 2036, we reduce the annual private vehicle kilometres travelled per capita by 20 per cent.

T23 By 2016, we increase the residential population within walking distance (600 metres) of LRT stations and major transit nodes by 100 per cent.

T24 By 2016, we increase the number of jobs within walking distance (600 metres) of LRT stations and major transit nodes by 35 per cent.

T25 By 2036, there is a 50 per cent reduction from 1990 levels in the pollution (greenhouse gases) associated with automobiles.

T26 By 2036, we increase peak period transit, walking and cycling and carpool travel to downtown by 50 per cent, 40 per cent and 20 per cent respectively.

T27 By 2036, 100 per cent of public transit services (buses, CTrains and facilities) are accessible to people with disabilities.

T28 By 2036, transit trips per capita increase 40 per cent over 2006 levels.

T29 By 2036, the number of on-street bikeways increases by 200 per cent, and the number of pathways by 100 per cent.

T30 By 2036, fatal collisions per 100,000 people and injury collisions per 1,000 people decrease by 50 per cent.

Waste management

T31 By 2036, 85 per cent of the waste generated within Calgary is diverted from landfills.

T32 By 2036, 75 per cent of construction industry waste materials are recovered for reuse and/or recycling.

T33 By 2036, 85 per cent of waste materials are converted to other useful products.

Economic system targets

Economic well-being

T34 By 2036, research and development intensity, both public and private, increases to five per cent of Calgary's gross domestic product.

T35 By 2036, the number of environmentally sustainable and commercially viable value-added products and technologies produced in Calgary increases by 100 per cent.

T36 By 2036, Calgary's non-oil-related industries grow by 50 per cent.

T37 By 2036, Calgary is ranked as the most favourable Canadian city in which to establish businesses that support sustainability practices.

T38 By 2036, tourist visitations and expenditures grow by 90 per cent.

- T39 By 2036, alternative ways to measure economic well-being are commonly used to support sustainability principles in decision-making.

Meaningful work

- T40 By 2036, full employment of the labour force (defined as unemployment below five per cent) is sustained.
- T41 By 2036, the high school graduation rate for individuals up to age 21 increases to 95 per cent, and 75 per cent of adults aged 21 to 25 complete a post-secondary or vocational education program.
- T42 By 2036, 95 per cent of entrants in trades-related programs complete their programs and 98 per cent of graduates are employed in their fields of study within six months of graduation.
- T43 By 2036, all adult immigrants to Calgary have the opportunity to integrate into the economy through employment or entrepreneurial activity at the same participation or success rate as other Calgarians.
- T44 By 2036, 85 per cent of employees express a high degree of job satisfaction.
- T45 By 2036, healthy seniors have the opportunity to be engaged in fulfilling work that contributes to the economy and/or the community.

Sufficient income

- T46 By 2036, 95 per cent of all people living in Calgary are at or above Statistics Canada's Low-income Cut-off (LICO) rates; there is no child poverty.
- T47 By 2036, all children of low-income families who are residents of Calgary have the opportunity to complete post-secondary education or appropriate training to enable them to fully participate in the economy.

Governance system targets

Access

- T48 By 2016, 80 per cent of Calgarians report that they feel government activity is open, honest, inclusive and responsive.
- T49 By 2016, Calgary City Council establishes a participatory budgeting process.

Conflict resolution

- T50 By 2036, 100 per cent of non-criminal disputes are resolved by some form of collaborative process.
- T51 By 2036, 80 per cent of non-violent criminal offences are handled in the community in which the victim lives.
- T52 By 2020, 100 per cent of regulatory offences are enforced by the responsible governments, rather than through court processes.
- T53 By 2036, 100 per cent of personal conflicts among students, parents, teachers, administrators, support staff and elected representatives in the education system are resolved through collaborative means.

Equity

- T54 By 2021, the makeup of elected and appointed bodies reflects the diversity of the community.
- T55 By 2010, all public institutions and organizations implement sustainability principles (e.g. Melbourne Principles) in decision-making and reporting, using tools such as triple bottom line.

TARGETS



- T56 By 2020, all public institutions and systems create and implement an urban Aboriginal policy that recognizes the detrimental colonial history experienced by First Nations, Metis and Inuit people; reduces barriers to public participation and governance; and supports economic, social and political advancement.
- T57 By 2036, racism and discrimination is dealt with by having public and private sector institutions and organizations throughout the city introduce meaningful and effective policies and processes and measurable outcomes.

Self-determination

- T58 By 2036, there is a 75 per cent turnout in municipal elections.
- T59 By 2036, there is a citizen-to-municipal-politician ratio of 55,000:1.
- T60 By 2036, The City of Calgary reduces its dependence on property taxes to no more than 25 per cent of revenue.
- T61 By 2036, all general revenues are based on the principle of progressive taxation.
- T62 By 2036, all publicly provided goods and services are affordable, accessible and priced in accordance with their public benefits.
- T63 By 2010, The City of Calgary has co-operative, supportive and mutually beneficial working relationships with governments in the region.
- T64 By 2016, governance is restructured to allow governments to create or reallocate authority so that effective decisions are made at the geographical scale that matches the processes involved.
- T65 By 2008, beginning with the approval of the 100-year vision, all government decisions protect individual freedoms, ensure that people meet their obligations and improve quality of life.
- T66 By 2008, and every year thereafter, groups/organizations/government report on how they have considered and adopted the imagineCALGARY targets and strategies that are relevant to them and in which they have been identified as having a role.

Natural environment system targets

Air

- T67 By 2036, energy consumption is reduced by 30 per cent based on 1999 use.
- T68 By 2036, the use of low-impact renewable energy increases by 30 per cent as a percentage of total energy use.
- T69 By 2012, total community greenhouse gas emissions are reduced by six per cent from 1990 levels; by 2036, they're reduced by 50 per cent from 1990 levels and criteria air contaminants are also significantly reduced.
- T70 By 2036, indoor air contaminants are reduced to zero per cent.
- T71 By 2036, Calgary's ecological footprint decreases to below the 2001 Canadian average of 7.25 hectares per capita.

Land and soil

- T72 By 2036, land use efficiency increases by at least 30 per cent, as measured by public transit threshold and increased density.
- T73 By 2036, sustainable urban food production increases to five per cent.
- T74 By 2036, the consumption of urban- and regionally produced food by Calgarians increases to 30 per cent.
- T75 By 2036, there is zero per cent new soil contamination.
- T76 By 2036, at least 30 per cent of existing contaminated sites are remediated.
- T77 By 2036, Calgary's ecological footprint decreases to below the 2001 Canadian average of 7.25 hectares per capita.

Plants and animals

- T78 By 2036, native biological diversity increases to healthy levels, as measured through Habitat Suitability Index indices and local key indicator species.
- T79 By 2036, the number and/or size of protected or restored habitats increases to a state of health and functionality.

Water

- T80 By 2036, per capita water consumption is reduced by 40 per cent.
- T81 By 2036, positive rates of flow in the Bow River Basin are maintained to keep aquatic ecosystems at these levels.
- T82 By 2036, effective impervious areas are reduced equal to or below 30 per cent to restore natural hydrograph and become less susceptible to flooding.
- T83 By 2036, watershed health — as measured by loss of wetlands, water quality, non-compliance with pollution standards, in-stream flow and groundwater levels — improves.
- T84 By 2036, Calgary's ecological footprint decreases to below the 2001 Canadian average of 7.25 hectares per capita.

Social system targets

Aesthetic enjoyment

- T85 By 2036, 90 per cent of citizens report that Calgary is a beautiful city.
- T86 By 2036, 95 per cent of Calgarians report that they have a range of opportunities for the aesthetic enjoyment of nature, arts and culture.

Creative self-expression

- T87 By 2016, 90 per cent of Calgarians report that they have opportunities to express their unique gifts and talents.
- T88 By 2021, 90 per cent of Calgarians report that Calgary is a city that promotes creative freedom.
- T89 By 2026, 90 per cent of Calgarians report that participation in creative activities is an important part of their lives.

TARGETS



Health and wellness

- T90 By 2036, all Calgarians live in a safe and clean natural environment, as measured by the quality of its air, water, soil and food sources, plus by the lack of exposure to toxic waste.
- T91 By 2036, 95 per cent of Calgarians enjoy positive and supportive living conditions, as reflected by adequate income; high rates of employment; adequate food and appropriate nutrition; appropriate, adequate and affordable housing; and high levels of personal safety.
- T92 By 2036, 95 per cent of Calgarians receive sufficient information and supports to maintain and improve their health and foster their independence at all ages and stages of life.
- T93 By 2036, 100 per cent of Calgarians can obtain quality, affordable, timely and appropriate health information and services, as measured by satisfaction levels.
- T94 By 2036, the incidences of preventable illness, injury and premature death are significantly reduced.
- T95 By 2036, 85 per cent of Calgarians, in all age groups, maintain excellent or very good mental health.

Lifelong learning

- T96 By 2016, by the age of six years, 95 per cent of Calgary children exhibit school readiness, as reflected by physical well-being and appropriate motor development; emotional health and a positive approach to new experiences; age-appropriate social knowledge and competence; age-appropriate language skills; and age-appropriate general knowledge and cognitive skills.
- T97 By 2016, 95 per cent of Calgary students succeed in elementary and junior high school, as measured by standardized achievement testing in grades three, six and nine and alternate education metrics.
- T98 By 2036, 95 per cent of Calgary youth complete high school by age 21 and complete some form of post-secondary education or training by age 25.
- T99 By 2016, 100 per cent of adult Calgarians have access to a full range of formal and informal quality learning opportunities and resource options that allow them to achieve their full potentials in life.
- T100 By 2016, 95 per cent of adult Calgarians have the minimum levels of literacy and numeracy — as defined by the International Adult Literacy and Skills Survey — required to fully participate in the economy and all aspects of life in Calgary.

Meaning, purpose and connectedness

- T101 By 2036, 90 per cent of citizens agree that “Calgary is a city with soul,” which is defined as citizens having meaning and purpose in life and experiencing ongoing feelings of connectedness with some form of human, historic or natural system.
- T102 By 2036, 100 per cent of Calgarians report that they feel respected and supported in their pursuits of meaning, purpose and connectedness, and that they extend respect and support to others who meet this need in ways different from their own.

Peace, safety and security

- T103 By 2016, 95 per cent of Calgarians report that they feel safe walking alone in their neighbourhoods and walking alone downtown after dark.
- T104 By 2016, 95 per cent of Calgary parents report that they allow their children over six years old to play unsupervised on their own blocks.

T105 By 2036, given that crime rates are driven primarily by the number of males in the population aged 15 to 24, the proportion of adolescents and young adults in conflict with the law decreases from 2006 levels of about one per cent to 0.01 per cent.

T106 By 2036, the percentage of Calgary women who have been assaulted by their intimate partners at least once in the past five years is reduced from approximately 11 per cent to three per cent.

Recreation

T107 By 2036, 90 per cent of people living in Calgary report that they participate in active lifestyles that include informal and structured recreational opportunities.

T108 By 2036, 100 per cent of Calgarians report that they can access a range of high-quality recreational experiences, regardless of gender, socio-economic status, age, ability, religion, race, sexual orientation or heritage.

Relationships

T109 By 2036, 95 per cent of Calgarians of every age and ability report that they value and have mutually supportive relationships in several settings, such as at home, school and work and in the community.

Self-esteem

T110 By 2036, 95 per cent of children aged two to five years exhibit high levels of emotional well-being and age-appropriate levels of attention span and impulse control, as measured by the Ages and Stages Questionnaire.

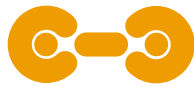
T111 By 2036, 95 per cent of children aged six to 11 years report a high sense of self-worth, and 80 per cent of Calgary adolescents, both male and female, describe themselves as productive or potentially productive members of society, able to change themselves or their lives through their own actions, having the personal power to effect change in the world and being optimistic about their futures.

Sense of community

T112 By 2010, 90 per cent of Calgarians agree that there is a strong sense of community in Calgary, and at least 80 per cent of Calgarians report high levels of satisfaction, sense of belonging, attachment and civic pride.

T113 By 2010, 80 per cent of citizens experience a high sense of community in their neighbourhoods and affinity-related communities, as reflected by residents' reports of neighbourhood participation and volunteering, sense of belonging, neighbourliness and reciprocity, sense of efficacy, attachment, safety and voter turnout.

T114 By 2010, at least 75 per cent of Calgarians report that they volunteer for the benefit of others who are outside their circles of family and friends.



The imagineCALGARY Working Groups developed a series of Strategies and Initiatives to identify potential ways to act towards the Targets. Rather than a conclusive list, these provide examples of actions that could be taken. Organizations and individuals can use these Strategies and Initiatives or could develop new ways to move closer to the imagineCALGARY Targets that are not found in this section.

Communications

System Built environment and infrastructure

Goal Calgarians are connected to each other and the rest of the world. Our communication systems are reliable and support the engagement of all people, information dissemination, social relationships, entertainment and economic activity.

1	TARGET By 2036, 75 per cent of Calgarians report that they are informed.
	<p>STRATEGY 1 Develop communications infrastructure to support informed decision-making.</p> <ul style="list-style-type: none">• Encourage the development of communications infrastructure to efficiently relay information to citizens (e.g. electronic messaging on roads, information posted and easily accessible on Web sites).• Establish “just in time” information; decisions made by government are quickly and widely dispersed and inform us as to how decisions will impact us.• Develop and communicate information about emergency warning systems that alert residents of possible hazards. <p>STRATEGY 2 Increase the use of plain language in public communications.</p> <ul style="list-style-type: none">• Communicate in plain language to make information accessible and understandable. <p>STRATEGY 3 Establish communications programs that cater to all Calgarians.</p> <ul style="list-style-type: none">• Encourage public forums on significant issues facing Calgarians.• Support communications systems and technology that can enhance local identity.• Provide communications in multiple languages.• Develop greater communications accessibility for diverse audiences, including those with special needs.• Ensure there are appropriate rules to protect privacy of information.



Communications

System Built environment and infrastructure

Goal Calgarians are connected to each other and the rest of the world. Our communication systems are reliable and support the engagement of all people, information dissemination, social relationships, entertainment and economic activity.

2	<p>TARGET By 2036, all Calgarians have easy access to current forms of communications technology and resources.</p>
	<p>STRATEGY 1 Establish programs to provide Calgarians with the skills necessary to access current communications technology.</p> <ul style="list-style-type: none"> • Develop communications awareness programs to increase familiarity with the various technologies necessary for daily living. • Develop education and training programs. <p>STRATEGY 2 Provide support for the provision of necessary communications technologies and resources.</p> <ul style="list-style-type: none"> • Ensure programs are designed to provide communications technology to households unable to afford them, including software and monthly communications costs, publicly funded programs for access and access in schools. • Ensure new buildings and facilities are capable of supporting appropriate communications infrastructure and can adapt over time. • Ensure there are community-supported and publicly accessible technologies, resources and facilities.
3	<p>TARGET By 2036, Calgarians increase their use of communications technology to support sustainability.</p>
	<p>STRATEGY 1 Promote opportunities for information technology to replace or reduce the need to physically move people or goods and services.</p> <ul style="list-style-type: none"> • Foster technologies and programs that can reduce the need to drive (e.g. teleworking, teleconferencing, online shopping). <p>STRATEGY 2 Ensure communications infrastructure supports the long-term health of humans and the environment.</p> <p>STRATEGY 3 Promote information and communications technology to advance knowledge and innovation that supports long-term sustainability.</p>
4	<p>TARGET By 2036, Calgary increases the number of facilities and spaces that encourage human interaction, and they are widely distributed throughout the city.</p>
	<p>STRATEGY 1 Support the development of places for people to gather and communicate in formal and informal ways.</p> <p>STRATEGY 2 Support communications infrastructure that enhances creativity and the arts in Calgary.</p>



Energy

System Built environment and infrastructure

Goal The energy used by Calgarians comes from a diverse portfolio of resources that are renewable, have a low-impact on the environment and contribute to the positive development of our society. Calgarians use energy in an efficient and responsible manner.

5	TARGET By 2036, 30 per cent of Calgary's energy derives from low-impact renewable sources.
	<p>STRATEGY 1 Support local low-impact, renewable energy generation within the Calgary area.</p> <ul style="list-style-type: none">• Establish energy reserves for future needs.• Enable energy derived from renewable sources to be put on the local grid (distributed energy).• Develop standardized regulatory and planning processes that are not overly onerous.• Promote heat exchangers within buildings.• Explore the use of geothermal technology for heating and cooling buildings.• Use energy micro-production.• Explore the use of local improvement charges to fund building renewable energy upgrades.• Review the option of using revolving, low-interest loan funds to support the development of low-impact, renewable sources of energy. <p>STRATEGY 2 Support alternative energy derived from low-impact, renewable sources.</p> <ul style="list-style-type: none">• Fund research and development on the use of alternative energy sources.• Promote the commercialization of low-impact, renewable sources of energy.• Explore financial, taxation and regulatory incentives for renewable energy.• Ensure we have adequate transmission facilities.• Promote green procurement policies.• Explore options for an emission trading market. <p>STRATEGY 3 Develop education and awareness programs that provide information on low-impact, renewable sources of energy.</p> <ul style="list-style-type: none">• Support the labelling of the energy source and environmental impacts of energy products.• Target education and awareness campaigns to specific user groups. <p>STRATEGY 4 Support a diversity of energy sources.</p> <ul style="list-style-type: none">• Utilize local energy expertise to become alternative energy experts.• Develop local expertise, business incentives and education on energy diversification.• Explore options for the land lease system used in the oil and gas sector that could be used to support wind-powered energy.• Encourage the use of electric or hybrid transit vehicles.

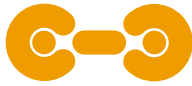


Energy

System Built environment and infrastructure

Goal The energy used by Calgarians comes from a diverse portfolio of resources that are renewable, have a low-impact on the environment and contribute to the positive development of our society. Calgarians use energy in an efficient and responsible manner.

<p>6</p>	<p>TARGET By 2036, all new and retrofitted communities, buildings, vehicles, equipment and processes are built to be within five per cent of the highest energy-efficient design available out of all economically competitive products, as measured on a life cycle basis.</p>
	<p>STRATEGY 1 Develop education and awareness programs to support energy-efficient products and practices.</p> <ul style="list-style-type: none"> • Promote energy efficiency at trade shows. • Include education and awareness materials as inserts in utility bill statements. • Measure and report energy use patterns regularly. • Promote energy efficiency labelling on products. <p>STRATEGY 2 Support initiatives to reduce the use of energy.</p> <ul style="list-style-type: none"> • Develop systems to minimize energy loss from the grid. • Promote energy-efficient products to reduce energy consumption. • Advance product energy efficiency standards. • Improve traffic flow to reduce the starting and stopping of vehicles. • Explore energy pricing mechanisms to reduce peak energy demand. • Implement surcharges on vehicles registered within city limits that are identified as high-energy users. • Reduce speed limits on major thoroughfares within city limits (e.g. 90 kilometres per hour on Deerfoot Trail). • Explore changes to the taxation policy to encourage energy efficiency. • Promote building standards to improve energy efficiency. • Promote ride-sharing and car-sharing programs. • Expand the Calgary Region Home Builders' Built Green program throughout the city. • Establish an idling bylaw. • Promote green procurement policies that encourage more energy-efficient products. <p>STRATEGY 3 Develop incentives to conserve energy.</p> <ul style="list-style-type: none"> • Explore the establishment of an escalating energy price based on the level of consumption. • Continue programs that offer rebates for energy-efficient retrofitting. • Provide visible electric consumption meters on buildings. • Establish incentives for innovative practices among energy providers/distributors. • Use smart meters that can identify the time of use of energy. • Provide better transit service so that people are encouraged to use it. • Encourage builders and developers to site buildings and plan land for improved solar orientation. • Explore the use of subsidies from higher levels of government for alternative energy projects.



Energy

System Built environment and infrastructure

Goal The energy used by Calgarians comes from a diverse portfolio of resources that are renewable, have a low-impact on the environment and contribute to the positive development of our society. Calgarians use energy in an efficient and responsible manner.

STRATEGY 4

Promote urban forms that support reduced energy consumption and the use of low-impact, renewable energy.

- Promote new infrastructure to encourage people to get around in ways other than by private vehicle.
- Provide incentives for urban forms that support reduced energy consumption.
- Promote employment centres and concentrations closer to where people live and to transit stations.
- Encourage building orientation that takes advantage of passive solar heat.
- Encourage more compact forms of development that are more energy-efficient.
- Support mixed-use neighbourhoods to reduce the need to use vehicles.

STRATEGY 5

Create and support infrastructure that enables energy efficiency.

- Explore the use of local improvement charges to fund energy efficiency upgrades.
- Explore financial mechanisms, such as low-interest loans, to fund infrastructure that reduces overall energy consumption.
- Provide funding for research and development concerning energy efficiency.

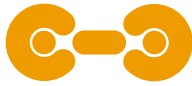


Food

System Built environment and infrastructure

Goal Food sources derive from sustainable practices that provide us with a high quality, healthy, affordable and secure supply of food.

7	TARGET By 2036, Calgarians support local food production.
	<p>STRATEGY 1 Provide opportunities for local food producers to easily access the Calgary food marketplace.</p> <ul style="list-style-type: none"> • Subsidize local food producers. • Set aside some of The City's landholdings for food production. • Develop land use districts for local food production. • Consider microclimate options when citing food growth areas. • Require mainstream food stores to carry a certain percentage of locally produced food. • Promote community-based gardens and local farmers' markets in various communities within Calgary. • Increase accessibility so small producers can participate in farmers' markets. <p>STRATEGY 2 Encourage household and community gardens.</p> <ul style="list-style-type: none"> • Enable green roofs for food production. • Encourage local gardens to supplement food production. • Utilize spaces within The City's park space inventory for local food production. <p>STRATEGY 3 Establish educational programs on the benefits of supporting local food suppliers.</p>
8	TARGET By 2036, Calgary maintains access to reliable and quality food sources.
	<p>STRATEGY 1 Ensure food sources are affordable and derived from secure and reliable suppliers.</p>
9	TARGET By 2036, 100 per cent of Calgary's food supply derives from sources that practice sustainable food production.
	<p>STRATEGY 1 Promote sustainable food production.</p> <ul style="list-style-type: none"> • Establish educational programs about sustainable food production. • Develop awareness programs about where our food comes from and how far it has travelled. • Indicate the distance that food has travelled to get to your door. • Discourage the use of chemicals in the production of food. <p>STRATEGY 2 Foster opportunities for farmers' markets to locate within Calgary.</p>



Food

System Built environment and infrastructure

Goal Food sources derive from sustainable practices that provide us with a high quality, healthy, affordable and secure supply of food.

10	TARGET By 2010, 100 per cent of Calgarians have access to nutritious foods.
	STRATEGY 1 Direct food surpluses to those in need.
	STRATEGY 2 Establish educational programs about making healthy food choices.
	STRATEGY 3 Use food banks to provide nutritious foods to those in need.

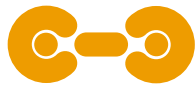


Goods and services

System Built environment and infrastructure

Goal Calgarians access a wide variety of locally produced goods and services and consume these in a responsible manner. We support and consume responsibly produced goods and services from around the world.

11	<p>TARGET By 2036, over 50 per cent of Calgary businesses adopt a protocol for sustainable practices and report on it regularly.</p>
	<p>STRATEGY 1 Develop incentives to support businesses that operate in an environmentally sustainable way.</p> <ul style="list-style-type: none"> • Support the attraction and retention of sustainable industry. • Support the design of eco-efficient industrial and business centres. • Enhance e-commerce infrastructure within Calgary. <p>STRATEGY 2 Develop a sustainable business ethic that Calgary businesses can sign on to.</p> <ul style="list-style-type: none"> • Promote sustainable business and products (through labelling, associations, etc.). <p>STRATEGY 3 Ensure Calgary businesses adopt cradle-to-cradle responsibility of products.</p> <ul style="list-style-type: none"> • Ensure businesses think longer-term when selling goods and services. <p>STRATEGY 4 Encourage the trade of locally based goods and services.</p> <ul style="list-style-type: none"> • Ensure businesses think longer-term when selling goods and services.
12	<p>TARGET By 2016, Calgary has a strong and diverse portfolio of locally based businesses.</p>
	<p>STRATEGY 1 Provide incentives to diversify our economic base.</p> <ul style="list-style-type: none"> • Provide seed money to help support the establishment of local businesses and industries in strategic sectors. • Explore options for utilizing publicly owned land to help support/incubate locally owned businesses. • Explore the option of using vacant and underutilized buildings as local business incubators. • Support tax incentives for local business. • Create economic development programs to diversify local business. <p>STRATEGY 2 Develop information that promotes locally based businesses in Calgary and its region.</p> <ul style="list-style-type: none"> • Create a directory of locally based businesses. • Create economic development programs to diversify local business. <p>STRATEGY 3 Support flexible standards to encourage a wide variety of local businesses.</p> <ul style="list-style-type: none"> • Enable buildings that can adapt to a wide range of business types. • Provide land use districts that facilitate the development of flexible spaces. • Support mixed-use communities.



Goods and services

System Built environment and infrastructure

Goal Calgarians access a wide variety of locally produced goods and services and consume these in a responsible manner. We support and consume responsibly produced goods and services from around the world.

13	TARGET By 2036, all Calgarians consume more responsibly.
	STRATEGY 1 Develop awareness and educational campaigns on the responsible consumption of goods and services.
14	TARGET By 2016, we are developing “complete communities” that, among other aspects, allow people to obtain daily goods and services within a reasonable walking distance from home.
	STRATEGY 1 Increase the mix of uses within communities, particularly in strategic locations, such as near transit stations and employment areas. <ul style="list-style-type: none">• Encourage livable streetscapes that have activity throughout the day.• Provide education/awareness programs about mixing commercial activities into residential areas.• Develop standards for identifying the components of mixed-use communities.• Promote existing mixed-use developments in Calgary. STRATEGY 2 Support the development of underdeveloped land for population-intensive activities and uses. <ul style="list-style-type: none">• Support changes to the tax system to encourage the development of vacant land within established areas.• Provide mortgages, guarantees and revolving loans for brownfield sites that meet restoration criteria.• Support the remediation and redevelopment of brownfield sites for appropriate development.• Encourage the redevelopment of greyfield sites (old malls and other commercial sites that are no longer economically viable).• Support the intensification of existing communities, particularly in strategic locations like transit stations. STRATEGY 3 Promote innovative commercial forms that are able to adapt to a variety of housing needs. <ul style="list-style-type: none">• Support commercial intensification.• Encourage flexible commercial space to adapt to changes within communities and the market.• Support streamlining processes for commercial developments that are innovative and support more sustainable lifestyles.



Goods and services

System Built environment and infrastructure

Goal Calgarians access a wide variety of locally produced goods and services and consume these in a responsible manner. We support and consume responsibly produced goods and services from around the world.

	<p>STRATEGY 4 Review rules for commercial construction and community development to determine how they may be unnecessarily limiting innovation.</p> <ul style="list-style-type: none"> • Develop flexible rules within the Land Use Bylaw (create opportunities for mixed use, building setbacks, etc.). • Explore options to streamline the permitting process to encourage desired commercial forms and make them more financially feasible. • Review the Alberta Building Code to identify how it may be limiting innovative commercial options. • Research the appropriateness of alternative policy mechanisms, such as objective-based policy versus prescriptive-based policy.
15	<p>TARGET By 2036, all new commercial buildings are designed to encourage the use of alternative forms of transportation (e.g. walking, cycling and transit).</p>
	<p>STRATEGY 1 Establish design standards that foster multiple forms of transportation and reduce the impacts of the transportation system on the natural environment.</p> <p>STRATEGY 2 Provide incentives to commercial builders that promote more environmentally friendly travel choices.</p> <p>STRATEGY 3 Encourage increased use of transit.</p> <ul style="list-style-type: none"> • Explore options to enable transit on commercial sites. • Provide convenient and comfortable connections from commercial buildings to transit facilities. • Encourage reduced building setbacks to enable buildings to be closer to the public street (transit stops).



Goods and services

System Built environment and infrastructure

Goal Calgarians access a wide variety of locally produced goods and services and consume these in a responsible manner. We support and consume responsibly produced goods and services from around the world.

16	<p>TARGET By 2036, all new and retrofitted non-residential buildings are built to be within five per cent of the highest energy- and water-efficient design available out of all economically competitive products, as measured on a life cycle basis.</p>
	<p>STRATEGY 1 Develop education and awareness programs that identify the benefits of eco-efficient design.</p> <ul style="list-style-type: none"> • Identify the ecological impacts of different forms of commercial development. • Provide benchmarking to indicate how eco-efficient non-residential buildings are and where we rank against other cities of similar size and characteristics. • Develop a system to rate commercial types according to eco-efficiency standards. • Develop a single comprehensive labelling system for “green” buildings, products and technologies. <p>STRATEGY 2 Streamline the development approval process for buildings that demonstrate eco-efficient standards.</p> <p>STRATEGY 3 Develop incentives for adopting eco-efficient standards in buildings and site design.</p> <ul style="list-style-type: none"> • Consider subsidies for eco-efficient buildings and site design. • Provide financing incentives for buildings that are more energy efficient. • Support local groups and businesses that offer green building products and technologies through information and awareness packages.
17	<p>TARGET By 2036, all commercial buildings are accessible to people with disabilities.</p>
	<p>STRATEGY 1 Ensure commercial buildings incorporate barrier-free design to ensure buildings are constructed to be functional, safe and convenient for all users, including those with any type of disability.</p> <p>STRATEGY 2 Utilize The City’s Access Design Guidelines in the design of all commercial buildings.</p>

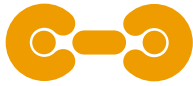


Housing

System Built environment and infrastructure

Goal Calgarians have a choice of housing options that are affordable, accessible and eco-efficient and that support a variety of lifestyles. Housing reflects local environmental conditions and resources and is adaptable over time to reflect changes in technology, climate and demographics.

<p>18</p>	<p>TARGET By 2016, we are developing “complete communities” that enable people to meet most of their daily needs within a reasonable walking distance from home.</p>
	<p>STRATEGY 1 Support an increase in residential density, particularly in strategic locations at transit stations, in employment areas and close to goods and service providers.</p> <ul style="list-style-type: none"> • Change the Municipal Development Plan policy to allow higher densities within new communities. • Communicate/increase awareness of the ecological impacts of low-density housing. • Develop housing intensification policies for strategic locations (e.g. near LRT stations and employment areas). <p>STRATEGY 2 Increase the mix of uses within communities.</p> <ul style="list-style-type: none"> • Encourage livable streetscapes that are active throughout the day. • Educate consumers to increase awareness of different housing types and mix. • Develop of standards for complete communities. • Promote existing mixed-use developments in Calgary. • Develop mandatory design guidelines. • Revise City policies that restrict opportunities for the development of mixed uses. <p>STRATEGY 3 Support the development of underdeveloped land for population-intensive activities and uses.</p> <ul style="list-style-type: none"> • Support changes to the tax system to encourage the development of vacant lands within established areas. • Provide mortgages, guarantees and revolving loans for brownfield sites that meet restoration criteria. • Support the remediation and redevelopment of brownfield sites for appropriate development. • Encourage the redevelopment of greyfield sites (old malls and commercial sites that are no longer economically viable). • Support the intensification of existing communities, particularly in strategic locations like those near transit stations.



Housing

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STRATEGY 4

Promote innovative housing forms that are able to adapt to a variety of housing needs.

- Support backyard infill housing (e.g. granny suites).
- Encourage co-housing or other forms that provide innovative living arrangements.
- Encourage flex-housing to enable the spaces within residential units to be converted over time to meet changing household needs.
- Support streamlining processes for housing developments that are innovative and support more sustainable lifestyles.
- Develop a provincial strategy to address the shortfall of affordable and accessible housing for people with disabilities.

STRATEGY 5

Review the rules for housing construction and community development to determine how they may be unnecessarily limiting innovative housing options.

- Develop flexible rules within the Land Use Bylaw (create opportunities for mixed use, building setbacks, etc.).
- Explore options to streamline the permitting process to encourage desired housing forms and make them more financially feasible.
- Review the Alberta Building Code to identify how it may be limiting innovative housing options.
- Research the appropriateness of alternative policy mechanisms, such as objective-based policy versus prescriptive-based policy.
- Research options for alternative housing forms, such as legalized basement suites.
- Research options to improve the Ward system of political representation.

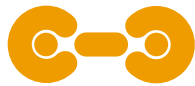


Housing

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<p>19</p>	<p>TARGET By 2036, all new and retrofitted residential buildings are built to be within five per cent of the highest energy-efficient design available out of all economically competitive products, as measured on a life cycle basis.</p>
	<p>STRATEGY 1 Develop education and awareness programs that identify the benefits of eco-efficient design.</p> <ul style="list-style-type: none"> • Identify the ecological impacts of different forms of housing development. • Provide benchmarks to gauge how eco-efficient Calgary housing is and where we rank against other cities of similar size and characteristics. • Change the Municipal Development Plan to allow higher densities within new communities. • Develop a system to rate housing types according to eco-efficiency standards. • Develop a single comprehensive labelling system for “green” buildings, products and technologies. • Have all builders actively participate in the Built Green Alberta program. <p>STRATEGY 2 Streamline the development approval process for housing that demonstrates eco-efficient standards.</p> <p>STRATEGY 3 Create incentives for adopting eco-efficient standards in homes and land development.</p> <ul style="list-style-type: none"> • Consider subsidies for eco-efficient house building and land development. • Provide mortgage incentives for housing that is more energy efficient. • Adopt Leadership in Energy and Environmental Design (LEED) standards or a LEED-type standard for identifying the components of eco-efficient housing and community design. • Use information and awareness packages to support local groups and businesses that offer green building products and technologies.



Housing

System Built environment and infrastructure

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20	TARGET By 2036, all Calgarians have the option of spending less than 30 per cent of their gross family incomes on housing.
	<p>STRATEGY 1 Encourage innovative practices or standards that reduce the costs of new housing.</p> <ul style="list-style-type: none">• Explore modified parking standards to reduce housing costs, especially where housing is close to transit, pathways or employment.• Research if quotas could be applied to affordable housing.• Ensure a certain percentage of rental units are for low-income households.• Investigate options for setting land aside for affordable housing.• Research options for providing more affordable housing, such as legalized basement suites.• Establish policy and land use districts to support single-room occupancy units.• Support programs that help integrate affordable housing into the community at large.• Support an increase in funding for programs that meet the complex needs of those who are at risk of becoming homeless.• Support the construction trades to ensure we have enough labour to fulfill the demands for housing construction.• Develop information and awareness on choosing the housing trades as a career.• Support streamlining processes for housing developments that are innovative and provide affordable housing.• Encourage mixed-income neighbourhoods.• Explore options for alternative financing to integrate affordable housing within all communities. <p>STRATEGY 2 Support the concept of a living wage for all Calgarians.</p> <ul style="list-style-type: none">• Identify a living wage standard for Calgary.• Develop awareness programs for employers on the benefits of paying employees a living wage.• Develop training programs that enable people to earn enough to afford housing and to sustain this affordability over time. <p>STRATEGY 3 Support public/private partnerships to develop integrated affordable housing.</p> <ul style="list-style-type: none">• Encourage government to act as a land banker to absorb the risks of providing affordable housing in new communities.• Support streamlining processes for housing developments that are innovative and provide affordable housing.• Encourage mixed-income neighbourhoods.

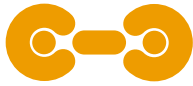


Housing

System Built environment and infrastructure

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21	TARGET By 2036, the Calgary market can meet the housing needs of those below the Low-income Cut-off (LICO).
	<p>STRATEGY 1 Fully integrate non-market housing into communities throughout the city, with a mix of rental, owned and mixed-income tenures.</p> <p>STRATEGY 2 Increase the stock of affordable housing along the continuum: from emergency shelters, to transitional housing, to non-market rental units, to formal and informal rental units, to affordable owned homes.</p> <ul style="list-style-type: none"> • Support the development of hostels and single-room occupancy dwellings like boarding houses, special care facilities and lodging houses. • Support the development of emergency and transitional housing to accommodate specific subgroups within the homeless population, including youth under the age of 18, families, women with or without children who are fleeing violence, people leaving addictions treatment and people with mental health issues or cognitive or physical disabilities. <p>STRATEGY 3 Research and develop new ways of providing non-market housing.</p> <ul style="list-style-type: none"> • Develop new ways of providing non-market housing in Calgary by having The City's Affordable Housing Implementation Team work with the Community Action Committee addressing homelessness, the Community Land Trust and other partners in public, private and community sectors. <p>STRATEGY 4 Identify specific buildings and parcels of land that can be set aside for the development of non-market housing.</p> <ul style="list-style-type: none"> • Provide the option of subsidizing people, and not projects, to expand the supply of affordable housing. <p>STRATEGY 5 Bring together developers and non-profit organizations and guide them in seeking federal and provincial funding for the development and operation of affordable housing.</p> <p>STRATEGY 6 Support appropriate relaxations to regulations on a site-specific basis for development that meets the needs of low-income households.</p>



Housing

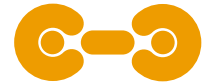
System Built environment and infrastructure

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STRATEGY 7

Support initiatives to eliminate homelessness.

- Mobilize community partners and other orders of government to develop a comprehensive 10-year plan to eradicate homelessness that would lead to a shift from our current temporary/transitional shelter approach to one that uses prevention combined with rapid re-housing and supportive housing practices.
- Focus short-term efforts on families with children that are homeless or at risk of becoming homeless, as well as on children and youth at risk of becoming homeless later in life due to childhood housing instability.
- Support a Mayor's task force to reach out to vulnerable groups at risk of becoming homeless.
- Continue to introduce and support social programs that help the homeless become self-reliant.
- Enhance programs and supports that help unemployed and low-income people achieve economic self-sufficiency.
- Use a collaborative and shared investment approach with not-for-profit, industry and government sectors.
- Provide adequate training or education and services for life skills development, job preparation and job placement to the homeless population and those at risk of becoming homeless.
- Support various employment supports, including transportation subsidies, child care and eligibility for health benefits.
- Support early childhood development that assists parents in providing children with healthy environments for full development.



Transportation

System Built environment and infrastructure

Goal Calgary is built at a human scale with a transportation system that serves the access and mobility needs of all people through a choice of convenient, comfortable, affordable and efficient transportation modes. The transportation system connects people and goods locally, regionally and globally. Transportation needs are met safely and in a manner supportive of human and ecosystem health.

22

TARGET

By 2036, we reduce the annual private vehicle kilometres travelled per capita by 20 per cent.

STRATEGY 1

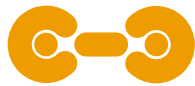
Encourage increased use of transit.

- Support transit-oriented development that focuses development at strategic transit stops.
- Provide high-quality pedestrian connections, particularly along transit routes that connect with transit stops.
- Encourage employers to offer transit passes to employees.
- Support tax exemptions for employer-provided transit passes.
- Support preferred parking rates for carpoolers.
- Support more "in lieu fees" for parking spaces to pay for public parking space.
- Research the option of premium-level service for transit passengers willing to pay more.
- Provide transit service and facilities that are as comfortable and convenient as other travel options.
- Provide better transit service (increase capacity; increase service hours; security/comfort; LRT platform design; more frequent service; cleanliness).
- Provide priority for transit vehicles on roads.
- Integrate public transit facilities with large employment areas (e.g. hospitals, educational institutions).
- Create more high-occupancy vehicle/bus lanes on congested roadways.

STRATEGY 2

Establish community design standards that foster multiple forms of transportation and reduce the impacts of the transportation system on the natural environment.

- Make pedestrian needs a high priority in the design of communities and facilities.
- Provide space within road rights-of-way for cycle lanes and bike paths.
- Promote telework programs for employees.
- Explore various innovative strategies for parking.
- Explore congestion management to alter travel behaviour.
- Support flexible working hours to reduce peak period traffic.
- Support the optimization of the current road network (e.g. lane reversals, ramp metering, co-ordinating signals).
- Review options for traffic calming as a means to encourage more sustainable forms of transportation.
- Integrate land use and transportation design.
- Encourage change facilities within new buildings for those who cycle, run or walk to work.
- Encourage high-density, mixed-use development, combined with appropriate transit service.
- Develop our transportation system to emphasize pedestrians.
- Change the design of roads to reduce speed and slow traffic through changing engineering standards.
- Encourage the use of permeable surfaces to increase groundwater levels within city limits.
- Encourage families to use walking school buses to travel to community-based schools.
- Explore options for setting maximum parking standards.



Transportation

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STRATEGY 3

Provide incentives or penalties that promote more environmentally friendly travel choices.

- Encourage secure bike storage facilities on work sites.
- Surcharge vehicles registered within city limits to fund transit improvements.
- Support the expansion of fuel taxes, with funds directed to more sustainable forms of transportation.
- Support a tax credit for transit passes, rather than for parking spaces.
- Use an energy credit system: collect credits for making environmentally friendly travel choices.
- Support flexible work hours to reduce peak period traffic.
- Reduce speed limits on major thoroughfares within the city (e.g. 90 kilometres per hour on Deerfoot Trail).
- Review the feasibility of toll roads.

STRATEGY 4

Develop opportunities for more environmentally friendly travel behaviour.

- Support educational initiatives that inform the public of all the costs of our transportation system, with the intent to change travel behaviour.
- Explore pricing options that reflect the true costs of transportation activity and of the infrastructure required.
- Utilize intelligent transportation systems to provide more timely information.
- Encourage communities to establish ride-sharing and car-sharing programs.
- Provide support for vehicles that provide information on pollution emitted.
- Support education and awareness initiatives on the cost of commuting by various modes.
- Review the municipal governance model to determine its impact on transportation decisions.

STRATEGY 5

Build a public transportation system that is faster and more efficient than vehicle use.

STRATEGY 6

Encourage organizations to adopt telework as a means of reducing the overall vehicle kilometres travelled in Calgary.

- Support staff working from home and to peak shift where it fits with organizational needs.
- Provide information on how to best use and benefit from telework.
- Provide information on the benefits of telework for the individual, organization and city.



Transportation

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23	<p>TARGET By 2016, we increase the residential population within walking distance (600 metres) of LRT stations and major transit nodes by 100 per cent.</p>
	<p>STRATEGY 1 Establish partnerships between the private and public sectors to develop higher-density housing close to major transit facilities.</p> <ul style="list-style-type: none"> • Create land bank parcels that will allow organizations to concentrate employment in strategic locations. <p>STRATEGY 2 Support land use districts and policies that allow for higher-density housing forms that can easily integrate with major transit facilities.</p> <ul style="list-style-type: none"> • Revise land use districts to enable high-density housing to be integrated with major transit facilities. • Provide policy within the Municipal Development Plan and other planning policies to support higher-density housing close to major transit facilities. <p>STRATEGY 3 Explore reduced parking standards for higher-density housing located close to major transit facilities.</p>



Transportation

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24

TARGET

By 2016, we increase the number of jobs within walking distance (600 metres) of LRT stations and major transit nodes by 35 per cent.

STRATEGY 1

Establish partnerships between the private and public sectors to develop employment centres.

- Create land bank parcels that will allow organizations to concentrate employment in strategic locations.

STRATEGY 2

Support land use districts and policies that allow for employment clusters in suburban locations.

- Revise land use districts to encourage employment-intensive uses near major transit facilities.
- Protect locations for employment centres by establishing policy within the Municipal Development Plan.
- Promote positive examples of employment centres as models for future suburban employment centres (e.g. Seton Town Centre).
- Review parking standards for businesses located close to major transit stops.

STRATEGY 3

Establish community design that fosters sustainable forms of transportation by providing mixed-use development consisting of residential housing, office space and retail shops.

- Encourage land use districts that support employment-intensive uses.
- Encourage land use districts that support commercial and retail businesses within the communities.
- Integrate land use and transportation design.
- Promote and educate about the benefits of living in mixed-use communities.

STRATEGY 4

Provide public amenities (e.g. transit, quality public connections) at employment centres early in the development process.

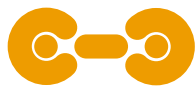


Transportation

System Built environment and infrastructure

Goal Calgary is built at a human scale with a transportation system that serves the access and mobility needs of all people through a choice of convenient, comfortable, affordable and efficient transportation modes. The transportation system connects people and goods locally, regionally and globally. Transportation needs are met safely and in a manner supportive of human and ecosystem health.

25	<p>TARGET By 2036, there is a 50 per cent reduction from 1990 levels in the pollution (greenhouse gases) associated with automobiles.</p>
	<p>STRATEGY 1 Encourage the use of low-emission vehicles.</p> <ul style="list-style-type: none"> • Identify alternative energy sources for transportation. • Encourage automakers to make increasingly energy-efficient vehicles. • Establish an energy credit system. <p>STRATEGY 2 Reduce the number of vehicles owned by Calgarians.</p> <ul style="list-style-type: none"> • Promote local car-sharing and ride-sharing programs. • Provide transit service and facilities that are as comfortable and convenient as private vehicles.
26	<p>TARGET By 2036, we increase peak period transit, walking and cycling and carpool travel to downtown by 50 per cent, 40 per cent and 20 per cent respectively.</p>
	<p>STRATEGY 1 Promote the use of alternative transportation.</p> <ul style="list-style-type: none"> • Provide subsidies for employees who take transit, cycle or walk to work. • Encourage car-sharing and ride-sharing. • Provide transit facilities that are as comfortable and convenient as private vehicles. • Provide an extensive pathway and bikeway system. • Increase snow clearing on pathways. • Educate citizens about the benefits of using alternative transportation and about the options available. • Educate the public on the relative costs of different commuting modes. • Encourage organizations to provide secure bike storage facilities on their work sites. • Encourage organizations to provide change facilities on their work sites for those who cycle, walk or run to work. • Research the costs and benefits of carpool lanes leading into and out of downtown. • Increase transit frequency (the average time between buses or trains, city-wide, in minutes). • Support flexible work hours to reduce traffic congestion. • Eliminate employee parking subsidies.
27	<p>TARGET By 2036, 100 per cent of public transit services (buses, CTrains and facilities) are accessible to people with disabilities.</p>
	<p>STRATEGY 1 Provide buses and CTrains that are accessible to all Calgarians.</p> <ul style="list-style-type: none"> • Increase funding to retrofit existing public transit vehicles and facilities to be accessible. • Ensure Access Calgary has a sufficient number of handi-buses to support demand.



Transportation

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28	TARGET By 2036, transit trips per capita increase 40 per cent over 2006 levels.
	STRATEGY 1 Increase the residential population and number of jobs within walking distance (up to 600 metres) of LRT stations and major bus zones by 100 per cent and 50 per cent respectively.
	STRATEGY 2 Implement transit-oriented development funded or supported by The City, to be given priority over current LRT park-and-ride lots.
	STRATEGY 3 Limit suburban office development in areas not well served by transit.
	STRATEGY 4 Improve the pedestrian environment in older districts, including industrial areas.
29	TARGET By 2036, the number of on-street bikeways increases by 200 per cent, and the number of pathways by 100 per cent.
	STRATEGY 1 Increase capital and operating funding for pathways and on-street bikeways. <ul style="list-style-type: none">• Provide increased funding for pathways and on-street bikeways.• Provide road rights-of-way to provide space for bicycle commuters.• Increase pathway snow clearing for safe and efficient use during winter.
	STRATEGY 2 Develop long-term implementation plans for pathways and on-street bikeways.

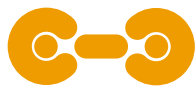


Transportation

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30	<p>TARGET By 2036, fatal collisions per 100,000 people and injury collisions per 1,000 people decrease by 50 per cent.</p>
	<p>STRATEGY 1 Develop education and enforcement programs on traffic safety.</p> <ul style="list-style-type: none"> • Reduce speed limits on major city thoroughfares. • Review traffic fines to determine the level that best influences driver behaviour. • Ban items that distract drivers from the road (e.g. cell phones). • Re-evaluate driver skills at a certain age. • Install more red light cameras to influence driver behaviour. <p>STRATEGY 2 Improve the operations of roads in all conditions.</p> <ul style="list-style-type: none"> • Increase the use of reflective paint for road markings. • Provide immediate road sanding after a snowfall. • Ensure adequate road conditions. • Reduce speed limits on major city thoroughfares.



Waste management

System Built environment and infrastructure

Goal Calgarians work toward zero waste by using materials responsibly and minimizing consumption. We reuse, recycle and reduce the materials we consume. Wastes created are safely managed without harm to other species or systems.

31

TARGET

By 2036, 85 per cent of the waste generated within Calgary is diverted from landfills.

STRATEGY 1

Establish programs to reduce the amounts of waste collected at landfills.

- Provide a residential curbside recycling service.
- Provide waste diversion infrastructure to assist with processing/transferring collected recyclable and organic materials.
- Consider residential waste bag limits if the voluntary programs are not achieving expected diversion rates.
- Establish higher fees for waste that contains recyclable materials.
- Create incentives to separate materials for recycling or composting; offer a lower landfill tipping fee for targeted materials like organics, paper and wood.
- Promote research and development concerning low-waste products.
- Establish a fee structure based on the amount of waste collected.
- Review options to operate municipal waste services like a utility (fee for service).
- Research funding sources available for waste reduction programs.
- Develop an annual reporting of how well the waste target is being met.
- Create forums for waste reduction strategies.

STRATEGY 2

Establish programs to encourage Calgarians, on a per capita basis, to consume less goods.

- Establish product-sharing libraries to limit the consumption of products (e.g. lawn mowers).
- Promote Web-based sites that promote reuse, such as "free-cycle."
- Provide information kits to residents and businesses on ways to consume in a more sustainable way.
- Support changes to packaging standards that limit product-associated waste.

STRATEGY 3

Assist in the development of markets that use waste as a resource.

- Support using the organic wastes currently in landfills to generate gas for energy.
- Research the viability of mining landfills for reusable products.
- Create accessible composting facilities throughout city.
- Develop "energy from waste" programs as technologies become available and proven.
- Enable opportunities for waste generated from construction activities to be utilized by individuals or other businesses.
- Expand The City's recycling program to attract more participants.
- Encourage communities to establish recycling days to trade unwanted goods.
- Explore opportunities for employment programs in the recycling industry.
- Promote opportunities for industries to utilize by-products (waste) from other industries in their businesses (e.g. waste heat could be used to heat greenhouses that increase local food production).
- Explore opportunities for waste-related regional partnerships to take advantage of economies of scale.



	<p>STRATEGY 4 Support businesses, institutions and other organizations that minimize the amounts of waste generated in their operations.</p> <ul style="list-style-type: none"> • Encourage organizations to establish green procurement policies to reduce their amounts and types of waste. • Limit the types of materials that can enter the waste stream (e.g. landfill bans). • Review advertising standards on packaging to determine opportunities for reduced packaging. • Encourage end-of-life management responsibilities to be adopted by manufacturers. • Promote products that have longer lifespans. <p>STRATEGY 5 Develop education and awareness programs on the importance of reducing waste.</p> <ul style="list-style-type: none"> • Develop a comprehensive communications strategy to help citizens understand the impacts of the wastes they produce and the alternate choices available.
<p>32</p>	<p>TARGET By 2036, 75 per cent of construction industry waste materials are recovered for reuse and/or recycling.</p>
	<p>STRATEGY 1 Develop education and awareness programs for the building industry that promote the value of reducing waste in construction.</p> <ul style="list-style-type: none"> • Develop information kits that identify the value of waste reduction and recycling. • Develop information kits for homebuyers on the value of recycling. • Promote programs like LEED and Built Green in the building and design industries. <p>STRATEGY 2 Foster markets for construction waste materials.</p> <p>STRATEGY 3 Establish policy for the recovery of materials generated from building demolitions.</p>
<p>33</p>	<p>TARGET By 2036, 85 per cent of waste materials are converted to other useful products.</p>
	<p>STRATEGY 1 Support the use of organic materials for composting.</p> <ul style="list-style-type: none"> • Develop a city-wide organic collection system. • Support community composting to support local food production. • Promote backyard composting. <p>STRATEGY 2 Develop extended producer responsibility programs to transfer to the producer some or all costs of — and/or physical responsibility for — the end-of-life management of products or packaging.</p>



ECONOMIC SYSTEM

Economic well-being

System Economic

Goal Calgary is a city with a vibrant, resilient, environmentally sound and sustainable economy that fosters opportunity for individual economic well-being.

34	TARGET By 2036, research and development intensity, both public and private, increases to five per cent of Calgary's gross domestic product.
	<p>STRATEGY 1 Further develop Calgary's research and development capacity and the city's ability to commercialize technology, specifically regarding conventional and alternative energy resources, as they relate to Alberta's natural resources.</p> <ul style="list-style-type: none">• Establish an Alberta Heritage Trust Fund research institute in alternative energy sources, modelled after the Health Research Institute.• Seek Alberta Heritage funding, possibly complemented by joint federal and industry funding and partnerships, to implement this strategy. <p>STRATEGY 2 Leverage research and development resources and the skill sets/know-how of Calgarians to develop new research and development clusters and build upon existing ones.</p> <ul style="list-style-type: none">• Integrate the outcomes of current and future research initiatives, and concentrate/consolidate resources in core strength areas (e.g. examine potential synergies between the Institute for Sustainable Energy, Environment and Economy; the Alberta Energy Research Institute; and the Canadian Energy Research Institute).• Attract key research talent by offering endowed research "chairs" and funding for world-class research.• Promote new research networks and establish appropriate research facilities.• Increase the profiles of research institutes and conferences. <p>STRATEGY 3 Position Calgary as the global energy capital by supporting and nurturing the diversity of activity within our energy sector, including research, education and capital market and head office activity.</p>
35	TARGET By 2036, the number of environmentally sustainable and commercially viable value-added products and technologies produced in Calgary increases by 100 per cent
	<p>STRATEGY 1 Establish a capacity for research that studies how to develop value-added products and practices that are environmentally sustainable and economically viable.</p> <ul style="list-style-type: none">• Explore joint federal-provincial, non-government organization and industry funding and partnerships as a means of developing and commercializing value-added products.• Explore closed-circuit industrial parks in which the waste energy or materials of some firms are the essential feedstock for others.• Develop energy-efficient products to reduce energy consumption.• Explore transportation systems and land use policies that lower both environmental and economic costs.



Economic well-being

System Economic

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36	<p>TARGET By 2036, Calgary's non-oil-related industries grow by 50 per cent.</p>
	<p>STRATEGY 1 Capitalize on Calgary's highly educated and creative people to support the diversification of the economy by enhancing economic activity in a number of areas, including</p> <ul style="list-style-type: none"> • culture, media and entertainment (film, festivals, music, theater, art) • software design, publishing, animation, fashion and other creative endeavours • education, training and skills development • health and medicine, including research • business and financial, legal and project management • information and communications technology • new and emerging technologies/areas • import replacement; and • value-added product development and manufacturing.
37	<p>TARGET By 2036, Calgary is ranked as the most favourable Canadian city in which to establish businesses that support sustainability practices.</p>
	<p>STRATEGY 1 Work collaboratively with stakeholders to develop policy that guides local economic development and long-term environmental, social and economic sustainability.</p> <p>STRATEGY 2 Develop a favourable environment for business — particularly to encourage growth in entrepreneurship and small business and the creation of new businesses — through</p> <ul style="list-style-type: none"> • a tax environment that favours economic, environmental and social sustainability • access to capital and markets • the promotion of a culture of innovation/creativity and risk taking • affordability and access to resources (human, capital, real estate, energy) • well-developed training, education and incubation capacities • the promotion and support of entrepreneurship in general, and as a way for low-income people to participate in the economy • partnership brokering • electronic trade; and • flexible land use and other standards that enable and support a wide variety of local businesses.



ECONOMIC SYSTEM

Economic well-being

System

Economic

Goal

Calgary is a city with a vibrant, resilient, environmentally sound and sustainable economy that fosters opportunity for individual economic well-being.

	<p>STRATEGY 3 Enhance Calgary's infrastructure and associated elements to attract and retain business and a quality workforce.</p> <ul style="list-style-type: none"> • Lobby government and airline carriers for better/more strategic air connections and better air treaties (i.e. attract carriers that will allow strategic air connections worldwide, thus providing global access to skilled and creative workers and to and from leading energy centres and major knowledge centres). • Establish a downtown post-secondary educational campus to meet the needs of students and enable better interface among business, the arts community and social service agencies. • Create commercial/mixed-use employment zones outside of downtown, supported by a sustainable transportation system. • Explore innovative and creative ways to foster the expansion of the downtown business core to the south by overcoming the Canadian Pacific Railway line constraints, either by relocating the rail line outside Calgary or by developing over/under-track parking structures, parks and pedestrian walks, vehicle underpasses and other means. • Ensure appropriate mechanisms and structures are in place to be able to develop and service suitable amounts of industrial land in order to meet demand. • Develop world-class infrastructure to allow for the efficient and sustainable movement of goods, people, ideas and information.
38	<p>TARGET By 2036, tourist visitations and expenditures grow by 90 per cent.</p>
	<p>STRATEGY 1 Enhance tourism products to attract tourists to Calgary and encourage them to stay longer and spend more money.</p> <ul style="list-style-type: none"> • Develop Calgary's attractions so they rank in the global top 10 in their classes, and/or create new ones that do. • Improve tourism product development and the marketing and packaging of Calgary as an urban destination that offers world-class arts, cultural festivals, theatre, museums, convention facilities, sports stadiums and arenas, and other attractions or facilities currently under development or to be developed in the future.
39	<p>TARGET By 2036, alternative ways to measure economic well-being are commonly used to support sustainability principles in decision-making.</p>
	<p>STRATEGY 1 Investigate the establishment and acceptance of alternative ways to measure the outcomes of economic activity and decision-making.</p> <ul style="list-style-type: none"> • Investigate and develop indicators or measures that take into account the balance between economic, social and environmental goals and benefits. • Develop ways to adopt full-value accounting — including life cycle, environmental, social, health and other "costs" — in economic decision-making. • Encourage business organizations to implement sustainability principles (e.g. Melbourne Principles) in decision-making and reporting.



Meaningful work

System Economic

Goal Through their work, all Calgarians have the opportunity and working conditions to contribute to their own and their community's economic and social well-being in a personally meaningful way.

40	<p>TARGET By 2036, full employment of the labour force (defined as unemployment below five per cent) is sustained.</p>
	<p>STRATEGY 1 To achieve a balanced labour market in the region, develop and enhance mechanisms that communicate current and forecasted workforce demand and supply.</p> <ul style="list-style-type: none"> • Establish and enhance up-to-date and accurate labour force profiling and forecasting capabilities. • Enhance communications, education and information mechanisms relating to current and future labour market conditions. <p>STRATEGY 2 Develop approaches that ensure we have an adaptive workforce.</p> <ul style="list-style-type: none"> • Develop ways that support the transfer of skills to new careers as the economy changes. • Develop ways to better detect trends so we are prepared for any change or downturn in the economy. • Foster an education system that prepares people to think, reflect and understand (broad education), while also providing specific/technical expertise and skills. • Provide a wide range of lifelong learning and training opportunities that enables individuals to keep pace with the changing work environment and to lead fulfilling lives. • Continuously enhance skills to maximize the benefits of evolving communications and information technologies.
41	<p>TARGET By 2036, the high school graduation rate for individuals up to age 21 increases to 95 per cent, and 75 per cent of adults aged 21 to 25 complete a post-secondary or vocational education program.</p>
	<p>STRATEGY 1 Increase access to education and skills development at all levels, and continue to adapt educational and skills training programs to meet the current and future needs and opportunities of the region's economy, particularly the knowledge-based economy.</p> <ul style="list-style-type: none"> • Encourage the school systems and government to continuously review educational and training programs to provide a strategic balance of academic learning and specific skill/vocational development that enables all working-age adults to reach their potentials concerning participating in the economy. • Examine other jurisdictions in which trades, vocational and other skills development, or semi-skilled programs, are introduced at the secondary level and provide high rates of workforce participation. • Develop programs that engage and stimulate secondary students and help them find meaningful work of their choice (e.g. shop, culinary kitchens, career pathway models, drama, music, sports). • Invest in education, particularly in order to provide the management and leadership capacity required for the 21st century workforce.



ECONOMIC SYSTEM

Meaningful work

System Economic

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	<p>STRATEGY 2</p> <p>Develop other innovative and effective approaches that increase the percentage of students who complete high school, progress to and complete post-secondary or vocational education and obtain employment in their fields upon graduation.</p> <ul style="list-style-type: none"> • Provide timely and appropriate career planning information, life skills programs and job placement services, within and complementary to the school system. • Proactively forecast future needs, rather than primarily responding to immediate industry requirements. • Develop apprenticeship/trades/vocational orientation programs for secondary level students. • Develop incentives for young adults to complete educational and skills training programs. <p>STRATEGY 3</p> <p>Develop innovative and effective programs/approaches that increase the overall education level among First Nations, Metis and Inuit youth, immigrants and people with disabilities, as a means of providing them with increased opportunities for employment and of capitalizing on an otherwise underutilized labour pool.</p>
42	<p>TARGET</p> <p>By 2036, 95 per cent of entrants in trades-related programs complete their programs and 98 per cent of graduates are employed in their fields of study within six months of graduation.</p>
	<p>STRATEGY 1</p> <p>Develop innovative approaches and incentives that will encourage and enable apprentices to complete their programs.</p>
43	<p>TARGET</p> <p>By 2036, all adult immigrants to Calgary have the opportunity to integrate into the economy through employment or entrepreneurial activity at the same participation or success rate as other Calgarians.</p>
	<p>STRATEGY 1</p> <p>Develop and implement immigration policies and support programs that allow immigrants to easily and successfully adapt to and participate in the Calgary economy.</p> <ul style="list-style-type: none"> • Advocate for immigration policies that enable immigrants to successfully integrate into the workforce or engage in entrepreneurial activity. • Develop pre-immigration information that enables would-be immigrants to make appropriate choices regarding their potentials for economic integration. • Develop and adequately resource community or private sector agencies that deliver programs in language preparation, employment preparation (including employment standards and rights), job placement and retraining/skills development in order to facilitate employment or successful enterprise. • Urge non-governmental or voluntary organizations to provide new immigrants with community connections to facilitate social and economic integration.



Meaningful work

System Economic

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	<p>STRATEGY 2</p> <p>Develop effective and timely accreditation/certification approaches that ensure immigrants are granted certification and are prepared to assume positions at performance standards acceptable to the relevant profession/industry; such approaches should also enable individuals to find work at a level commensurate with their qualifications.</p> <ul style="list-style-type: none"> • Develop affordable upgrading/"upskilling" and recertification programs. • Develop reciprocal arrangements with out-of-province institutions to facilitate pre-certification. • Urge governments and industry to collaborate with regulatory or governing bodies and professional associations to facilitate the effective participation of immigrants in the economy. • Establish a co-ordinated approach to offer immigrant integration programs, possibly using a one-window approach. • Develop approaches that address underemployment among immigrants.
44	<p>TARGET</p> <p>By 2036, 85 per cent of employees express a high degree of job satisfaction.</p>
	<p>STRATEGY 1</p> <p>Urge industry, associations and government to collaborate on the continued adoption of progressive human resources policies that promote meaningful work and safe work practices.</p> <ul style="list-style-type: none"> • Explore flexible benefits, reworked responsibilities, recognition options and employee consultation options. • Focus on a healthy workplace culture, including ergonomics and air quality. • Promote and communicate best practices in the field. • Develop programs and incentives that help small and medium enterprises develop the leadership and management skills necessary to implement progressive human resources policies, allowing them to become more attractive places to work. <p>STRATEGY 2</p> <p>Encourage employers and employees to explore technology options, alternative workspace/ work locations and different types of work, as means of providing employees with meaningful work without harming the environment.</p> <ul style="list-style-type: none"> • Utilize technological advances to provide flexible working schedules and work locations. • Explore more flexible zoning policies that allow a wide range of home-based enterprises (e.g. artists and artisans would be able to have studios and storefronts in their homes). • Explore all forms of alternative work arrangements to enhance worker choice and flexibility.



ECONOMIC SYSTEM

Meaningful work

System Economic

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	<p>STRATEGY 3</p> <p>Explore and promote ways to encourage people to value all occupations and educational achievements and recognize each contributes to the overall needs of the community.</p> <ul style="list-style-type: none">• Promote cross-training as a means to enrich work and increase productivity.• Add responsibility to jobs.• Engage people more in problem solving.• Explore ways to shift the mindset that values higher education and certain occupations more than other educational achievement levels and occupations.• Develop campaigns to change the perceptions that certain jobs aren't valuable.• Attract companies that have high job satisfaction ratings. <p>STRATEGY 4</p> <p>Continue to promote volunteerism as an alternative way to obtain meaningful work.</p> <ul style="list-style-type: none">• Explore ways to support volunteerism, creative work and community service as ways of making work more meaningful for more people.
45	<p>TARGET</p> <p>By 2036, healthy seniors have the opportunity to be engaged in fulfilling work that contributes to the economy and/or the community.</p>
	<p>STRATEGY 1</p> <p>Create flexible work schedules, seasonal work opportunities and volunteer opportunities, and promote a change in attitude toward hiring older workers.</p> <p>STRATEGY 2</p> <p>Advocate for changes in policies, practices and attitudes toward hiring older workers.</p>



Sufficient income

System Economic

Goal All Calgarians have sufficient income and other resources to meet their current and future needs and to provide for healthy lives.

46

TARGET

By 2036, 95 per cent of all people living in Calgary are at or above Statistics Canada's Low-income Cut-off (LICO) rates; there is no child poverty.

STRATEGY 1

Enhance programs and supports that help unemployed and low-income people achieve economic self-sufficiency.

- Urge the not-for-profit sector, industry and government to use a collaborative and shared investment approach to develop and implement
 - adequate training, education, life skills development, job preparation and job placement services
 - various employment supports, including transportation subsidies, child care and eased eligibility levels for health benefits.
 - early childhood development supports that help parents provide children with healthy environments for full development; and
 - affordable housing supports, including eased eligibility levels for mortgages and subsidized interest rates.

STRATEGY 2

Urge all public sector institutions and non-profit sector employers, including all subcontractors, to adopt livable wage policies.

STRATEGY 3

Develop education programs to inform business and consumers of the benefits associated with employers adopting livable wage policies and/or provide incentives that encourage them to do so.

- Explore tax incentives.
- Examine how paying a livable wage might reduce the taxes associated with the income transfers that are necessary otherwise (e.g. income assistance).
- Explore the benefits of decreased turnover, training and recruitment costs and employee theft.
- Promote the benefits of increased attraction and retention, customer satisfaction, employee morale and productivity.
- Explore the livable wage as a corporate social responsibility, community public relations and goodwill process.
- Provide financial and other support to the non-profit sector to enable them to perform this advocacy role that benefits the whole community.

STRATEGY 4

Make sure all public income benefits are funded and structured to enable individuals and families to meet their basic needs, maintain a safe and decent standard of living in their communities and save for future needs.

- Lobby the provincial and federal governments for laws and policies that will provide adequate income assistance benefits, and urge non-governmental organizations to do the same.



ECONOMIC SYSTEM

Sufficient income

System Economic

Goal All Calgarians have sufficient income and other resources to meet their current and future needs and to provide for healthy lives.

	<p>STRATEGY 5</p> <p>Explore and promote other income- and wealth-generating strategies, beyond conventional wages and salaries or government transfers, including</p> <ul style="list-style-type: none">• profit sharing plans and stock options• barter systems and complementary currencies• entrepreneurship support, training and development• tax structure reforms that benefit low-income individuals (income, consumption and property); and• other innovative or non-traditional forms of income and wealth creation. <p>STRATEGY 6</p> <p>Enable more people to participate in the economy in a sustainable fashion by exploring the social economy and promoting it through various policies and financial instruments, such as micro-loans and specialized venture capital funds.</p> <p>STRATEGY 7</p> <p>Explore and promote ways for people to make the most out of their money through</p> <ul style="list-style-type: none">• education programs on financial management• cost-saving strategies relating to consumption patterns• better access to local or cheaper food sources (e.g. farmer markets, garden sharing/communal gardens).• participation in community programs designed to help disadvantaged people become economically self-sufficient.
47	<p>TARGET</p> <p>By 2036, all children of low-income families who are residents of Calgary have the opportunity to complete post-secondary education or appropriate training to enable them to fully participate in the economy.</p>
	<p>STRATEGY 1</p> <p>Establish programs that give all children from low-income families the opportunity to receive sufficient, affordable education or training, which may include</p> <ul style="list-style-type: none">• access for parents with children (from conception to age 18) to programs and support mechanisms (e.g. family literacy programs) for all levels of childhood development• the abolition of all school fees in the public system• school breakfast and lunch programs• high-quality out-of-school care that includes mentoring, tutoring and assistance with homework; and• high-quality daycare with flexible hours.



Access

System Governance

Goal Calgary is a city in which individuals have access to all public information when they need it. They can and do participate in decisions that affect their well-being. Decision-making is an inclusive process in which broad-based support is actively sought and contributes to continual improvement in people's lives. Factors such as language, age, race, culture, gender, sexual orientation, time, finances, ability, knowledge and health are not barriers to public decision-making.

48

TARGET

By 2016, 80 per cent of Calgarians report that they feel government activity is open, honest, inclusive and responsive.

STRATEGY 1

Ensure campaign finance does not deter people from running for public office.

- Implement campaign contribution limits.
- Implement a campaign spending cap.
- Develop real-time campaign contribution tracking, indicating sources through the open identification of contributors.
- Use public funding for elections to level the playing field for potential candidates and promote voting campaigns.
 - Candidates would attend "candidate school" to learn about the electoral process, the responsibilities of elected office and the goods and services provided by government.
 - After the election, candidates who attended candidate school would receive funds based on the number of votes received.
- Use public funding for mandatory all-candidate forums.
- Conduct a survey to establish a baseline and track the progress toward targets.

STRATEGY 2

Ensure all people have equal opportunities to participate in decision-making processes, before a decision is made, by using timelines and other constraints that are clear, well understood and fair.

Information

- Narrow restrictions on the use of in-camera sessions; all decisions are public.
- Provide public access to elected officials' electronic calendars.
- Fully use Internet technology to disseminate information.
- Create a "City report card" — executed by elected officials, administration and the public — on City Hall's decision-making with respect to Council priorities.
- Strengthen The City's records management program to ensure residents and City staff have convenient and timely access to public information at minimal cost.
- Review the Freedom of Information and Protection of Privacy Act and Personal Information Protection Act for their effects on citizens' abilities to access information.
- Provide information that is accurate, timely and in plain language.



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Engagement

- Consult communities in their "places" and within their cultural norms.
- Continually review and improve The City's citizen engagement policy.
- Provide mechanisms that ensure people have equal opportunities to participate in decision-making processes.
- Clearly inform people at the beginning of the decision-making process about plans and decisions that may affect them; clearly describe constraints, assumptions, uncertainties and risks.
- Allow enough time for the public to develop solutions to satisfy all interested parties.
- Develop communications strategies to ensure all residents are informed.
- Ensure decision-making is geographically appropriate (from neighbourhood to region) for the issue at hand.
- Encourage community associations to play a greater and more representative role in community matters.
- Initiate "Conversation Calgary," which will require political and administrative decision makers to "hang out" with formal and informal groups to discuss issues and upcoming decisions.
- Have The City provide an inclusive media outlet that facilitates effective discussion of the positions and opinions of all significant interest groups in Calgary: civic organizations, business organizations, labour organizations, religious organizations, political parties, environmental organizations, social service organizations, etc.

STRATEGY 3

Ensure City staff prepare all major plans and place priority on advancing the public interest.

- Prepare multiple alternative plans and detailed analyses of the implications of each alternative.
- Adopt plans only after they are widely publicized and there is open public discussion that includes representation from all groups affected directly and indirectly.

STRATEGY 4

Provide all data collected or obtained by The City — or other individuals, institutions and organizations using public funds — to the public free of charge for non-profit activities, unless privacy restrictions apply; develop suitable licensing and royalty arrangements for commercial users.

STRATEGY 5

Protect public spaces from privatization and protect the right to peaceful political expression in public spaces.



Access

System Governance

Goal Calgary is a city in which individuals have access to all public information when they need it. They can and do participate in decisions that affect their well-being. Decision-making is an inclusive process in which broad-based support is actively sought and contributes to continual improvement in people's lives. Factors such as language, age, race, culture, gender, sexual orientation, time, finances, ability, knowledge and health are not barriers to public decision-making.

49**TARGET**

By 2016, Calgary City Council establishes a participatory budgeting process.

STRATEGY 1

Have City Council members hold open public hearings in their wards on City budget proposals.

STRATEGY 2

Prepare and analyse alternative budgets.

- Adopt budgets only after the public has discussed the implications of alternative budget proposals.



Conflict resolution

System Governance

Goal Calgary is a city in which conflicts are resolved peacefully and individuals' rights and responsibilities are accepted. Conflict resolution is seen as an opportunity to improve the fabric of the community — to ensure all voices are heard in the resolution process. The community and local governments support mutual understanding and respect, harmony and co-operation among all peoples.

50	TARGET By 2036, 100 per cent of non-criminal disputes are resolved by some form of collaborative process.
	STRATEGY 1 Educate the public on appropriate conflict resolution and teach people productive ways of dealing with it. <ul style="list-style-type: none">• Provide conflict resolution courses at all levels (schools K–12, post-secondary institutions, professional training, upgrading).• Use creative ways to impart the message (e.g. a Forum Theatre, by All Nations Theatre, about conflict resolution).• Build awareness within community groups and community facilities on methods of conflict resolution.• Develop public awareness about methods and resources for conflict resolution that are accessible to the public.• Ensure conflict resolution processes recognize issues of culture and diversity.
51	TARGET By 2036, 80 per cent of non-violent criminal offences are handled in the community in which the victim lives.
	STRATEGY 1 Implement a community justice model within the community to restore community relations. <ul style="list-style-type: none">• Have the three levels of government work in co-ordination to allow for an appropriate justice model that builds communities.• Develop processes that ensure that trial, punishment and restitution occur in the community in which the victim lives.• Develop the victim's trust that the community will act in his or her best interest.• Identify the convicted offender and his/her offence in the community in which the offender resides.• Ensure the justice process recognizes issues of culture and diversity.



Conflict resolution

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52	<p>TARGET By 2020, 100 per cent of regulatory offences are enforced by the responsible governments, rather than through court processes.</p>
	<p>STRATEGY 1 Create processes and structures to ensure administrative action.</p> <ul style="list-style-type: none"> • Require governments to enforce the quality of life intended by the bylaws and regulations in a timely fashion and, during an emergency, immediately through collaborative administrative actions. • Establish community appeal panels or boards. • Establish societal administrative penalties. • Establish a regular review period of administrative penalties to ensure they reflect changing community standards.
53	<p>TARGET By 2036, 100 per cent of personal conflicts among students, parents, teachers, administrators, support staff and elected representatives in the education system are resolved through collaborative means</p>
	<p>STRATEGY 1 Establish conflict resolution processes that encourage and empower students, parents, teachers, administrators, support staff and elected representatives to resolve conflicts in a collaborative manner.</p> <ul style="list-style-type: none"> • Develop mandatory ongoing conflict resolution training for teachers, students, administrators, support staff and elected representatives. • Create community-based conflict resolution training. • Clearly define rights, entitlements and responsibilities for all members of the educational community.



Equity

System

Governance

Goal

Calgary maintains and champions each person's right to a sustainable life and a sustainable environment in which to live. Diversity is valued and all voices are considered in the decision-making process. Factors such as language, age, race, culture, gender, sexual orientation, time, finances, ability, knowledge and health are not barriers to publicly provided goods and services. Each decision results in the most effective and fair method of achieving mutually beneficial objectives. All decision-making enhances the value, vitality and sustainability of human and natural systems in both the present and future.

54

TARGET

By 2021, the makeup of elected and appointed bodies reflects the diversity of the community.

STRATEGY 1

Use proactive measures to encourage more diversity in political office.

- Attract diverse groups by initiating special marketing from recognized leaders.
- "Save" certain seats for particular groups.
- Use public funding to encourage diverse groups to participate in elections.

STRATEGY 2

Create a model of engagement to reflect the diversity of the community.

- Consult communities in their "places" and within their cultural norms.

STRATEGY 3

Ensure the media embraces the diversity of the community.

- Help media outlets be able to accept the foreign credentials of media professionals.
- Provide incentives for diverse groups to become involved in the media (e.g. scholarships for media programs in Calgary).
- Ban racial profiling in the media.
- Educate the media in terms of becoming more aware on diversity issues.
- Increase media coverage of diverse cultural events/holidays.
- Increase the diversity of media personalities, perhaps through short-term affirmative action measures.
- Use diversity in the media to create more inclusive and reflective understandings of Calgary issues.



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55	<p>TARGET By 2010, all public institutions and organizations implement sustainability principles (e.g. Melbourne Principles) in decision-making and reporting, using tools such as triple bottom line.</p>
	<p>STRATEGY 1 Ensure decisions are based on sustainability and the fair and equitable distributions of social, economic and environmental resources.</p> <ul style="list-style-type: none"> • Have public institutions report transparently on the impacts of their decisions on multiple bottom lines. • Develop an integrated set of regularly reported-on sustainability indicators. • Develop the Calgary Region Principles to provide direction on social, economic and environmental co-operation. • Focus the greatest allocation of resources on the most disadvantaged. • Ensure all economic, environmental and social strategies consider everyone's right to meet their needs. • Revise Calgary's Triple Bottom Line Policy to achieve environmental, social and economic sustainability. <p>STRATEGY 2 Ensure the environment of the Calgary region is conserved, protected and — where needed to achieve sustainability — improved.</p> <ul style="list-style-type: none"> • Determine the level of environmental sustainability achieved and achievable in Calgary and its region. • Remove obstacles, inappropriate incentives and divergent decision-making that result in unsustainable development (e.g. loss of prime agricultural land, urban or rural "sprawl," degradation of watersheds). • Support co-ordination between government, business and environmental non-governmental organizations (ENGOS) to create synergies in achieving environmental integrity (e.g. Clean Air Strategic Alliance). • Empower and fund ENGOS (e.g. the Bow River Basin Council)) to co-ordinate and implement all initiatives in the region to protect the watershed and improve the sustainability of water supplies. • Develop Calgary as a city that demonstrates responsibility for protecting and restoring biodiversity and acts as a custodian for nature. • Measure our ecological footprint on a consistent basis and actively encourage Calgarians to reduce it, thereby reducing social, environmental and economic impacts. • Promote and support sustainable consumption by implementing demand management (i.e. increase public awareness so that people accurately value natural resources). • Have an expert panel review the targets, strategies and initiatives of all end-state goals to determine how they can be co-ordinated and strengthened to ensure environmental sustainability.



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	<p>STRATEGY 3</p> <p>Calgary is a safe, inclusive community that responds effectively to the needs of its vulnerable and disadvantaged residents and embraces and values diversity as an asset.</p> <ul style="list-style-type: none">• Determine the level of social sustainability achieved and achievable in Calgary and its region.• Develop racism awareness training programs for institutions, organizations and individuals in the community.• Create a provincial-regional program to identify and resolve issues of safety and inclusiveness.• Work to reduce spatial disparities of income and diversity within the city.• Empower those whose voices are not heard; mobilize local knowledge, support and participation. <p>STRATEGY 4</p> <p>Ensure economic development contributes to long-term prosperity.</p> <ul style="list-style-type: none">• Determine the level of economic sustainability achieved and achievable in Calgary and its region.• Develop a financial sustainability index to help decision makers evaluate proposals.• Increase sustainable production by supporting the adoption and use of environmentally sound technologies.
56	<p>TARGET</p> <p>By 2020, all public institutions and systems create and implement an urban Aboriginal policy that recognizes the detrimental colonial history experienced by First Nations, Metis and Inuit people; reduces barriers to public participation and governance; and supports economic, social and political advancement.</p>
	<p>STRATEGY 1</p> <p>Encourage urban First Nations, Metis and Inuit elders, individuals, communities, agencies and governance groups to create a shared vision for Calgary.</p> <ul style="list-style-type: none">• Develop a culturally inclusive collective vision and plan that honours and embraces the diverse First Nations, Metis and Inuit communities of Calgary.



Equity

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STRATEGY 2

Encourage urban First Nations, Metis and Inuit elders, individuals, communities, agencies and governance groups to develop and support a co-ordinated and targeted approach to service delivery to urban First Nations, Metis and Inuit citizens and communities.

- Build upon existing initiatives to enhance trust among Aboriginal groups and honour previous leadership and efforts in these areas.
- Develop a targeted approach to decrease the social exclusion experienced by First Nations, Metis and Inuit individuals and communities; symptoms are often manifested by poverty, a low sense of community, lack of employment, low levels of education and crime.
- Develop a targeted approach to decrease the number of First Nations, Metis and Inuit individuals in households living below Statistic Canada's Low-income Cut-off (LICO).
- Develop a targeted approach to decrease the poverty rate of First Nations, Metis and Inuit individuals, especially of children and seniors.

STRATEGY 3

Engage and support all public systems and institutions (e.g. education, justice, health) that interact with and provide services to First Nations, Metis and Inuit individuals and communities, to develop and support cross-pollinated, co-ordinated and targeted services for urban First Nations, Metis and Inuit citizens and communities.

- Encourage groups to understand the historical, economic, social and political challenges of Calgary's First Nations, Metis and Inuit communities; these include mainstream institutions and systems that work with First Nations, Metis and Inuit communities; service delivery agents; governance groups; and all three levels of government.
- Recommend that institutions and systems use Aboriginal awareness training to better understand and respond to social, cultural and economic service requests, and finance such training.
- Recommend that institutions and systems work collaboratively with all three levels of government to ensure the most effective and efficient funding of services for and delivery of services to Calgary's First Nations, Metis and Inuit communities.

STRATEGY 4

Enhance funding for services by engaging public and private funders that interact with, and provide funding to, First Nations, Metis and Inuit services.

- Have funders support and provide inverse service delivery and financial support to urban First Nations, Metis and Inuit programming over the next 30 years.
- Have funders provide long-term and sustainable funding for urban First Nations, Metis and Inuit programming.

57

TARGET

By 2036, racism and discrimination is dealt with by having public and private sector institutions and organizations throughout the city introduce meaningful and effective policies and processes and measurable outcomes.



Self-determination

System Governance

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58

Target
By 2036, there is a 75 per cent turnout in municipal elections.

STRATEGY 1

Provide continuing, strategic education to the public about the importance and responsibility of voting and participating in other forms of engagement.

- Continue the development of civic education.
- Develop an independent voter education group.
- Build advocacy and education of issues related to municipal elections, to educate voters.
- Have celebrities endorse voting.
- Attract diverse groups by initiating special marketing from recognized leaders.
- Recognize the values of other forms of involvement (e.g. community volunteering).

STRATEGY 2

Provide incentives to increase voter turnout.

- Provide vouchers for voting (e.g. a \$5 coupon from Safeway or 10 Calgary Dollars).
- Reward schoolchildren who bring in people to vote (e.g. prizes, Calgary Dollars).
- Encourage kid- and youth-friendly voting by providing activities for kids at voting stations (e.g. kids' voting stations) or engaging youth on committees.
- Provide free transit/transportation to voting stations on election day.
- Vote for members of the Calgary Health Region board.

STRATEGY 3

Revise the structure of the electoral system to make government more responsive and easier to access.

- Implement proportional representation.
- Establish limits on campaign contributions; the Municipal Government Act should regulate this.
- Provide public funding for elections to level the playing field for potential candidates.
- Establish term limits for politicians.
- Create whistle-blower legislation.
- Synchronize federal, provincial and municipal elections on one national day.
- Provide higher pay for government officials.
- Establish longer voting hours.
- Allow more flexible advance voting and promote this feature.
- Provide proactive communications in multiple languages about voting procedures, dates, etc.
- Utilize electronic voting methods; this could be used for typical voting, and also to engage our regional partners (e.g. someone in Canmore can electronically participate in an issue that is in Calgary, but has regional implications).
- Encourage plebiscites/referendums as ways to encourage voters to come.



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	<p>STRATEGY 4</p> <p>Generate interest and trust by Increasing public information on government activity.</p> <ul style="list-style-type: none"> • Require open disclosure of the contributions/lobbyist registry. • Establish a city scorecard on how Council decisions meet public expectations. • Provide more public access to the workings of government to show where decisions come from (open government). • Implement mandatory all-party/all-candidate forums.
59	<p>TARGET</p> <p>By 2036, there is a citizen-to-municipal-politician ratio of 55,000:1.</p>
	<p>STRATEGY 1</p> <p>Add city-wide aldermanic seats to Council.</p>
60	<p>TARGET</p> <p>By 2036, The City of Calgary reduces its dependence on property taxes to no more than 25 per cent of revenue.</p>
	<p>STRATEGY 1</p> <p>Increase revenue opportunities to allow more flexibility in how we meet the needs of our citizens.</p> <ul style="list-style-type: none"> • Have a broader palette of progressive taxation tools to raise revenues. • Revise the Municipal Government Act to, for example, obtain charter powers that give us more flexible sources of revenue, allowing us to meet the needs of our citizens. <p>STRATEGY 2</p> <p>Maximize the benefits of provincial royalties and associated fees and taxes generated from non-renewable resources.</p> <ul style="list-style-type: none"> • Maximize Alberta's non-renewable resource royalties and associated fees and taxes, taking into account the 100-year financial requirements for sustainability of Alberta's economic, social and environmental infrastructure and other publicly provided goods and services and financial arrangements in other comparable jurisdictions. • Work with the provincial government to distribute non-renewable resource royalties and associated fees and taxes to municipalities, school boards and health regions for investment in physical and social infrastructure that promotes the long-term sustainability of communities and regions.
61	<p>TARGET</p> <p>By 2036, all general revenues are based on the principle of progressive taxation.</p>
	<p>STRATEGY 1</p> <p>Manage expenditures to increase flexibility and effectiveness and to ensure equity in meeting the needs of our residents.</p> <ul style="list-style-type: none"> • Allocate public revenue to ensure the wise and sustainable use of publicly provided goods and services.



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62	TARGET By 2036, all publicly provided goods and services are affordable, accessible and priced in accordance with their public benefits.
	STRATEGY 1 Ensure the fees and charges for publicly provided goods and services are based on the principles of encouraging the conservation of scarce resources, promoting the extensive use of publicly beneficial goods and services and ensuring there are equitable alternatives in meeting people's needs.
63	TARGET By 2010, The City of Calgary has co-operative, supportive and mutually beneficial working relationships with governments in the region
	STRATEGY 1 Ensure The City of Calgary and all other governments in the region are able to efficiently and effectively provide public goods and services in co-operative, co-ordinated and mutually beneficial manners that support sustainable development objectives. <ul style="list-style-type: none">• Create equitable and level playing fields for services by/between municipalities.• Co-ordinate service delivery within the region.• Prepare a "regional revenue reduction and reform" plan to: improve the efficiency of revenue collection in the region; expand, in a revenue-neutral manner, the flexibility of governments to raise revenue or reduce the fiscal imbalance between all levels of government; and provide for equitable revenue sharing that levels the playing fields for public goods and services.• Develop and implement a method of making municipalities and First Nations equal partners in federal and provincial decisions that affect the region.• Remove obstacles, inappropriate incentives and divergent decision-making that result in unsustainable development (e.g. loss of prime agricultural land, urban or rural "sprawl," inadequate transportation, degradation of watersheds).• Conduct a survey of the costs of services compared to the tax base.• Ensure benefits and burdens are fairly distributed.



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64	<p>TARGET By 2016, governance is restructured to allow governments to create or reallocate authority so that effective decisions are made at the geographical scale that matches the processes involved.</p>
	<p>STRATEGY 1 Building on the relationships within the Calgary Regional Partnership, develop options for regional governance that, while respecting local autonomy, will reduce intergovernmental conflicts, enhance the efficiency and effectiveness of public service delivery, strengthen growth management and ensure social, economic and environmental sustainability.</p> <ul style="list-style-type: none"> • Establish a form of regional governance that will ensure the sustainability of growth and development in the Calgary region. • Establish a regional agency to protect and manage the environment of the Calgary region. <p>STRATEGY 2 Strengthen community associations by building upon their existing network.</p> <ul style="list-style-type: none"> • Restructure community associations to make them democratic, representative and accountable. • Include community association candidates on the ballot during municipal elections; relevant initiatives related to campaign finance and voter turnout (from Access Target 1 and Self-Determination Target 1) would apply. • Grant community associations greater responsibility for neighbourhood-specific processes and issues.
65	<p>TARGET By 2008, beginning with the approval of the 100-year vision, all government decisions protect individual freedoms, ensure people meet their obligations and improve quality of life.</p>
	<p>STRATEGY 1 Clearly define and promote people's rights, entitlements and responsibilities.</p> <ul style="list-style-type: none"> • Ensure all decisions comply with the Charter of Rights and Freedoms and other legal arrangements. • Review current legal arrangements to determine if a City charter of rights and freedoms is needed. • Create a City ombudsman with educational, investigative and enforcement powers. <p>STRATEGY 2 Protect the public interest.</p> <ul style="list-style-type: none"> • Establish performance measures based on the outcomes of imagineCALGARY, to be used for legislative and administrative decisions. • Review City Council's decision-making process to determine if some items should require more than a majority for approval.



Self-determination

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66

TARGET

By 2008, and every year thereafter, groups/organizations/government report on how they have considered and adopted the imagineCALGARY targets and strategies that are relevant to them and in which they have been identified as having a role.

STRATEGY 1

Establish a public advisory group to promote and monitor the targets and strategies and recommend changes.



Air

System Natural environment

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67

TARGET

By 2036, energy consumption is reduced by 30 per cent based on 1999 use.

STRATEGY 1

Capitalize on opportunities to educate consumers about the energy-efficient behaviours of various energy products and practices, and encourage them to adopt the best.

- Establish feedback mechanisms to consumers, related to their use of energy and impact on the environment.
- Conduct research to understand barriers to energy efficiency behaviour.
- Develop technical training courses to educate about energy conservation techniques.
- Regularly measure and report on energy use patterns.
- Encourage energy efficiency labelling on products.

STRATEGY 2

Reduce energy waste and loss, at both household and community levels, for all fuels.

a. Heat/electricity use

- Measure consumption by using visible household electrical and natural gas meters.

b. Transportation

- Control traffic flow to reduce the need to start and stop.
- Have communities establish ride-sharing and car-sharing programs.
- Establish an idling bylaw.
- Surcharge vehicles registered within city limits.
- Expand fuel taxes.
- Increase parking costs and decrease parking availability.
- Enforce speed limits (e.g. 90 kilometres per hour is a more optimal speed for less energy consumption).

c. General

- Increase prices during peak energy demand times.
- Promote advanced standards for product energy efficiency.
- Promote and develop energy-efficient products to reduce energy consumption.
- Base property tax partly on the amounts of services used, rather on than the value of the property.
- Use building standards to improve energy efficiency.
- Increase the adoption and use of the Built Green program throughout the city.
- Establish green procurement policies.



NATURAL ENVIRONMENT

Air

System

Natural environment

Goal

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STRATEGY 3

Develop incentives to conserve energy.

- Offer incentives to use energy-efficient products or consume certain levels of energy.
- Offer incentives for innovative practices among energy providers/distributors.
- Escalate prices for energy consumption based on demand.
- Offer rebates for energy-efficient retrofitting.
- Price support low/no-emission transportation alternatives: bicycles, transit, car-sharing, etc.
- Use a public benefits charge to support system efficiency improvements.
- Offer incentives to developers for citing solar buildings.
- Urge higher levels of government to subsidize alternative energy projects.
- Use local improvement charges to fund energy efficiency upgrades.
- Offer revolving low-interest loan funds.
- Fund research and development.
- Support markets for energy conservation.
- Use an energy credit system in which people can collect credits and sell them if they want.
- Subsidize transit, cycling or walking for workers.

STRATEGY 4

Promote urban forms and buildings that reduce energy consumption and use low-impact renewable energy.

Urban forms

- Design communities that have pedestrian destinations like parks, shopping areas, etc., instead of implementing them after the fact as part of the road network.
- Develop planning policies that reflect energy efficiency.
- Increase the proportion of higher-density dwelling units to reduce the per capita consumption of building materials and service infrastructure.
- Increase interest in eco-neighbourhoods and forms of co-operative housing, which reduce demand for appliances and personal automobiles.
- Provide easy access to life necessities and urban amenities, mostly by walking or cycling.
- Integrate energy planning into neighbourhood design.
- Balance vehicle use with public transit.
- Support alternative modes of transportation through new infrastructure.
- Create suburban employment centres to put jobs closer to where people live.
- Encourage compact urban forms that are more energy-efficient; discourage zoning barriers.
- Encourage mixed-use neighbourhoods to reduce the need to use vehicles.
- Develop a Calgary energy plan that requires a certain percentage of Calgary's energy to be produced from zero/low-emission fuel sources (solar utilities on roofs, landfill gas, etc.).



Air

System Natural environment

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	<p>Buildings</p> <ul style="list-style-type: none"> • Create a comprehensive network of diverse communications infrastructure, which will reduce the need for people to travel to in-person meetings in energy-intensive ways. • Develop solar orientation requirements (right to light regulations). • Create buildings that provide their own energy, purify their own wastes and participate in sustainable materials cycles. • Encourage developers to orient buildings to take advantage of passive solar heat. • Use better design to enhance comfort levels (e.g. locate buildings near LRT stops with retail fronts). • Require all new and retrofitted communities, buildings, vehicles, equipment and processes to be within five per cent of the highest energy-efficient design available out of all economically competitive products, as measured on a life cycle basis (e.g. green infrastructure design and technology, energy-efficient housing, LEED development and neighbourhood design and R-2000, Built Green, etc.). • Apply full cost accounting. • Change the National Building Code to include higher efficiency standards. • Give access to the general grid to all producers, including household- and community-level production facilities. • Establish wind, geothermal, solar-thermal and photo-voltaic solar power as the main sources of energy for household, community (business and non-governmental organizations) and government levels. • Propose water conservation programs that will reduce the need for energy-intensive water processes.
68	<p>TARGET By 2036, the use of low-impact renewable energy increases by 30 per cent as a percentage of total energy use.</p>
	<p>STRATEGY 1 Create a supportive infrastructure for alternative sources of energy.</p> <ul style="list-style-type: none"> • Create financial, taxation and regulatory incentives for the use of renewable energy. • Establish adequate transmission facilities. • Make electrical cogeneration possible through economies of scale and agglomeration economies. • Implement the principles of low-throughput “industrial ecology”; create closed-circuit industrial parks in which the waste energy of some firms is the essential feedstock for others. • Develop district energy systems for Calgary that use renewable or waste energy. • Stimulate green power programs and green certification adoption for all sectors. • Implement green procurement policies. • Establish an emissions trading market.



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STRATEGY 2

Diversify the economy and add to the portfolio of jobs offered in Calgary (and Alberta).

- Create incentives to stimulate job growth (develop local expertise, business incentives and education).
- Promote additional products and services that would go along with new industries.
- Expand energy production forms to increase and diversify the economy.
- Develop new forms of energy (e.g. solar energy).
- Shift subsidies to renewable energies.
- Utilize energy expertise to become an alternative energy expert.
- Support wind power by using a system similar to the land lease system for oil and gas.

STRATEGY 3

Develop Calgary's energy research capacity.

- Develop research, development and technology commercialization capabilities, for conventional and alternative energy resources, specifically as they relate to Alberta's natural resources.
- Establish an Alberta Heritage Trust Fund research institute in alternative energy sources, modelled after the Health Research Institute.
- Integrate the outcomes of current and future research initiatives, including the appropriate concentration/consolidation of resources in core strength areas (e.g. examine potential synergies between the Institute for Sustainable Energy, Environment and Economy and the Alberta Energy Research Institute).
- Fund research and development to create and improve new and existing products.

STRATEGY 4

Generate energy locally that enables grid-connected generation and distribution.

- Establish energy reserves for future needs.
- Put energy derived from renewable sources on the local grid and support energy microproduction.
- Standardize regulatory and planning processes that are not overly onerous.
- Promote heat exchangers within buildings.
- Use geothermal technology to heat and cool buildings.
- Use local improvement charges to fund renewable energy upgrades.
- Facilitate the use of heat wasted by industry or power plants for local (neighbourhood) water and space heating, and use thermal conversion technology to create energy from waste.

STRATEGY 5

Education and awareness

- Label energy products to indicate energy sources and environmental impacts.



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69	<p>TARGET By 2012, total community greenhouse gas emissions are reduced by six per cent from 1990 levels; by 2036, they're reduced by 50 per cent from 1990 levels and criteria air contaminants are also significantly reduced.</p>
	<p>STRATEGY 1 Improve transportation choices to reduce emissions.</p> <ul style="list-style-type: none"> • Promote weekday transit and weekend-only driver programs, carpooling, telecommuting, etc. • Promote public transit and other transportation alternatives, such as by creating additional commuter bike lanes. • Reduce energy use by building transportation infrastructure (walking, cycling, transit). • Support the use of alternative fuels by greening our business fleets. • Increase LRT coverage to service new developments. • Increase the service level to make public transit competitive with auto travel. • Use transit-oriented development to focus development at transit stops. • Provide high-quality pedestrian connections, particularly along transit routes to connect with transit stops. • Have employers offer transit passes versus parking spaces, and fleet vehicles; offer a tax credit for transit passes rather than for parking spaces, and a tax exemption for employer-provided transit passes. • Provide transit service and facilities that are as comfortable and convenient as those of other travel options. • Provide priority for transit vehicles. • Enforce the building of public transit facilities that are integrated with large employment areas (e.g. hospitals). • Encourage the use of transit that runs on electricity or uses hybrid vehicles, and the use of the right mode for the right activity (e.g. electricity downtown and diesel for longer suburban trips). • Identify alternative energy sources (ride the wind). • Encourage rules for automakers that require them to provide higher degrees of energy efficiency.



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Goal

Calgarians value the quality of clean air, recognizing it as the most basic need for survival. Treasuring clear, bright skies, we steward our airshed and responsibly address climate change. Economic and social activities protect all living things by ensuring healthy air quality indoors and out.

STRATEGY 2

Establish community design standards that foster sustainable development and behaviour.

- Ensure pedestrian needs are given the highest priority when designing facilities, especially in terms of the form, function and quality of the transportation system.
- Create road rights-of-way to provide space for commuter bike paths.
- Promote telework programs for employees and provide flextime incentives (e.g. property tax relief).
- Optimize the current road network (e.g. use lane reversals, ramp metering, co-ordinating signals).
- Use traffic calming measures to encourage sustainable forms of transportation.
- Integrate land use and transportation design (e.g. locate buildings near LRT stops with retail fronts).
- Design change facilities into new buildings for those who cycle, run or walk to work.
- Reduce the need to drive by combining high-density, mixed-use development with appropriate transit service.
- Reduce speed on roads to slow traffic through better design and changing engineering standards.
- Design communities that reduce car use.

STRATEGY 3

Apply best practices to household/commercial activities to reduce emissions.

- Ensure new and renovated homes have demand hot water and heating systems.
- Ensure all homes/businesses have energy-efficient appliances.
- Establish green building standards and management systems for commercial buildings.

STRATEGY 4

Create areas that mitigate the effects of emissions.

- Protect and create areas that will act as carbon sinks.
- Use green roofs to reduce the heat island effect.

STRATEGY 5

Raise public awareness of the importance of emissions reduction.

- Create smog alerts.
- Monitor and report on air quality (e.g. the ozone level and other concerns).
- Support local clean air groups.
- Educate and train municipal staff.
- Inform the public of municipal clean air actions and encourage people to take individual action.

STRATEGY 6

Diversify the economy to provide jobs and opportunity.

- Provide incentives for climate stabilization through carbon taxes and emissions trading agreements.
- Offer incentives to those who use alternative transportation.
- Offer economic incentives for addressing air quality.



Air

System Natural environment

Goal Calgarians value the quality of clean air, recognizing it as the most basic need for survival. Treasuring clear, bright skies, we steward our airshed and responsibly address climate change. Economic and social activities protect all living things by ensuring healthy air quality indoors and out.

	<p>STRATEGY 7 Jointly approach air quality issues and co-ordinate action strategies with organizations working on emissions reduction and energy efficiency.</p> <ul style="list-style-type: none"> • Create a joint provincial-regional air quality action team to reduce pollution and greenhouse gas emissions. • Remove obstacles, inappropriate incentives and divergent decision-making that result in unsustainable development (e.g. loss of prime agricultural land, uncontrolled/uncoordinated urban/rural fringe development, watershed degradation). • Co-ordinate emissions reduction programs. <p>STRATEGY 8 Significantly reduce criteria air contaminants.</p> <ul style="list-style-type: none"> • Establish standards for criteria air contaminants. • Support existing studies (such as those done by The City of Calgary) to reduce criteria air contaminants. • Work with the provincial government to monitor contaminants.
70	<p>TARGET By 2036, indoor air contaminants are reduced to zero per cent.</p>
	<p>STRATEGY 1 Establish criteria for healthy indoor air quality.</p> <ul style="list-style-type: none"> • Identify contaminants. • Co-ordinate actions that focus on indoor air quality. • Collaborate with the building industry (e.g. LEED programs, Built Green, etc.). <p>STRATEGY 2 Achieve targets through source reduction.</p>



NATURAL ENVIRONMENT

Air

System

Natural environment

Goal

Calgarians value the quality of clean air, recognizing it as the most basic need for survival. Treasuring clear, bright skies, we steward our airshed and responsibly address climate change. Economic and social activities protect all living things by ensuring healthy air quality indoors and out.

71

TARGET

By 2036, Calgary's ecological footprint decreases to below the 2001 Canadian average of 7.25 hectares per capita.

STRATEGY 1

Mitigate the environmental impacts of transportation, including for work, recreation, trade, etc.

- Invest in public transportation and bicycle lanes.
- Integrate land use and transportation planning to counter low density, segregated land use and vehicle dependence (a.k.a. sprawl).
- Encourage people to walk or bicycle whenever possible.
- Encourage people to carpool or take public transportation to work instead of driving alone.
- Encourage people to drive smaller, more fuel-efficient cars and keep them well maintained.
- Encourage people to buy more locally grown foods and locally produced goods, to reduce the need for transportation.

STRATEGY 2

Reduce energy consumption in order to reduce "energy land."

- Encourage people to reduce household energy use by turning off lights, turning down temperatures at night and when not at home, hanging out laundry to dry and using energy-efficient appliances.



Land and soil

System Natural environment

Goal Fertile soil is vital to maintaining life. Calgarians are responsible stewards of land, maintaining the life-supporting processes integral to healthy, intact ecosystems. We use and share our land wisely and equitably.

72	<p>TARGET By 2036, land use efficiency increases by at least 30 per cent, as measured by public transit threshold and increased density.</p>
	<p>STRATEGY 1 Increase density to support efficient and cost-effective public transit and appropriate commerce.</p> <ul style="list-style-type: none"> • Incorporate land conservation into transportation planning. • Encourage shared parking strategies versus designated parking spaces. • “Unbundle” parking from residential units; buying condos and parking spaces separately results in less automobile ownership. • Create parking maximums for developments in order to promote automobile alternatives. • Reduce the need to drive by combining high-density, mixed-use development with appropriate transit service. • Offer parking incentives for carpoolers and those who drive hybrid/low-impact vehicles. • Increase LRT development (expedite funding). <p>STRATEGY 2 Design communities to provide for decreased consumption and improved ecology.</p> <ul style="list-style-type: none"> • Develop a regional growth (boundary) strategy. • Increase density and mixed-use development, which reduce the per capita demand for occupied land (e.g. partially or totally remove zoning restrictions). • Optimize land use through community design. • Restore and enhance wetlands through green infrastructure design and technology. • Apply low-impact effect development standards. • Reduce road width standards. • Develop regulations that control the impacts of construction on ecological services (e.g. government needs to encourage new approaches through legislation). • Perform ecological impact assessments prior to development. • Establish ecological infrastructure for cities and towns that requires less use of materials, energy and engineering. • Offer incentives for innovative planning that improves ecological integrity. • Reduce the stripping of natural vegetation and topsoil. <p>STRATEGY 3 Reduce the financial impacts of infrastructure service provision by using ecological services.</p> <ul style="list-style-type: none"> • Decrease the use of harmful chemicals to decrease agricultural fertility costs. • Increase property values by investing less in services over time and increasing the use of ecological services. • Decrease consumption and increase permeability to decrease water treatment costs. • Increase permeability to also decrease the costs of managing watercourses and estuaries.



NATURAL ENVIRONMENT

Land and soil

System Natural environment

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	<p>Strategy 4</p> <p>Develop incentives to support businesses that operate in environmentally sustainable ways.</p> <ul style="list-style-type: none">• Offer support for attracting and retaining sustainable industry.• Ensure industrial and business centres are designed to be eco-efficient.• Enhance e-commerce infrastructure within Calgary.• Provide incentives for companies wanting to be located in eco-parks.• Provide property tax incentives for green homes/properties (e.g. smaller homes).• Promote sustainable practices like LEED.
73	<p>TARGET</p> <p>By 2036, sustainable urban food production increases to five per cent.</p>
	<p>STRATEGY 1</p> <p>Support and develop land use, public regulations and infrastructure that promote urban food production.</p> <ul style="list-style-type: none">• Promote the farming of unused and underused lands.• Establish a percentage of urban land to be set aside for food production (e.g. community gardens).• Develop land use districts for urban food production.• Introduce urban agriculture as part of housing development.• Consider areas with appropriate microclimates to place food growth areas. <p>STRATEGY 2</p> <p>Extend appropriate farm-related services and other consumer opportunities to urban farmers.</p> <ul style="list-style-type: none">• Establish subsidies for local food producers.• Require mainstream food stores to carry certain a percentage of locally produced food.• Increase accessibility to allow small producers to participate in farmers' markets. <p>STRATEGY 3</p> <p>Encourage the development of household, community and public food gardens.</p> <ul style="list-style-type: none">• Allow green roofs for food production.• Encourage people to plant rear yard gardens to supplement food production.• Grow food in city parks, on hospital grounds, on school grounds and on other appropriate lands.• Encourage food banks to develop their own gardens through sweat equity.• Promote community-based gardens and local farmers' markets in various Calgary communities. <p>STRATEGY 4</p> <p>Educate the public and professionals about unsustainable land use patterns and opportunities for local food production.</p> <ul style="list-style-type: none">• Educate about composting, gardens, soil conservation and surface permeability.• Educate about the benefits of local food production, such as increasing the link between urban and rural lands.• Promote and develop food production training.• Support smart growth that steers development away from farmland with good quality soil.



Land and soil

System Natural environment

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74	<p>TARGET By 2036, the consumption of urban- and regionally produced food by Calgarians increases to 30 per cent.</p>
	<p>STRATEGY 1 Educate the public about unsustainable land use patterns and opportunities for local food production.</p> <ul style="list-style-type: none"> • Educate about composting, gardens, soil conservation and surface permeability. • Educate about the benefits of local food production, such as increasing the link between urban and rural lands. • Provide information on the outcomes of applying full cost accounting to food (production, delivery, transportation, etc.). <p>STRATEGY 2 Increase market access to locally produced food, such as through supermarkets, farmers' markets, restaurants, etc.</p> <ul style="list-style-type: none"> • Support the slow food movement in restaurants. • Require mainstream food stores to carry a certain percentage of locally produced food. • Work with the provincial government and health authorities to research and promote the use of locally produced food. <p>STRATEGY 3 Use economic/financial mechanisms to capture the costs of food and provide incentives to purchase in a sustainable way.</p> <ul style="list-style-type: none"> • Apply full cost accounting (cost and benefit analysis) to food (production, delivery, transportation, etc.). • Establish environmental taxes to discourage unsustainable practices.
75	<p>TARGET By 2036, there is zero per cent new soil contamination.</p>
	<p>STRATEGY 1 Educate residents, organizations and business about the advantages of soil fertility.</p> <ul style="list-style-type: none"> • Establish food gardens. • Educate the public on the value of soil.



NATURAL ENVIRONMENT

Land and soil

System Natural environment

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STRATEGY 2

Assimilate waste to decrease pollution levels and provide additional sustainable resources.

- Develop closed-loop cycles in waste management.
- Establish protocols for labelling products, buildings and other objects with disassembly and remanufacturing instructions.
- Promote resource efficiency to minimize needs for raw materials.
- Establish programs to effectively manage hazardous waste.
- Promote research and development concerning low-waste products.
- Establish a fee structure based on the amount of waste collected.
- Develop a comprehensive communications strategy to help citizens understand the impacts of the wastes they produce and the alternate choices available.
- Create accessible composting facilities throughout the city.
- Expand The City's recycling program to get greater participation.

STRATEGY 3

Enforce source reduction to complete material cycles.

- Apply the "polluter pays" principle.
- Use sustainable materials cycles to avoid the chemical contamination of soils.
- Use natural/safe alternatives instead of harmful chemicals.
- Create incentives to separate materials for recycling or composting; offer a lower landfill tipping fee for targeted materials like organics, paper and wood.
- Encourage manufacturers to take responsibility for end-of-life management.
- Create policies that favour the "take back" of products by manufacturers.
- Design products that offer continuing streams of service and value.

STRATEGY 4

Reduce the use of harmful chemicals in agriculture, landscaping, etc.

- Reduce pesticide use to zero by 2010 for community and City operations.
- Do not allow materials from the Earth's crust and from society to systematically accumulate in the biosphere.
- Use materials that are highly abundant, non-toxic and easily broken down by ecosystems.
- Explore alternatives to pesticides, including encouraging natural predators and using mechanical controls.

STRATEGY 5

Eliminate the risks of contamination.

- Design feedback systems for gas stations and other possible polluters.
- Work with fire and emergency services to identify high-risk polluters.



Land and soil

System Natural environment

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76	<p>TARGET By 2036, at least 30 per cent of existing contaminated sites are remediated.</p>
	<p>STRATEGY 1 Categorize and prioritize contaminated sites.</p> <ul style="list-style-type: none"> • Compile an inventory of contaminated sites. <p>STRATEGY 2 Redevelop existing lands (brownfield) to improve previously degraded areas.</p> <ul style="list-style-type: none"> • Maintain the health of nearby riparian zones and provide as much wildlife habitat as possible. • Implement the practice of low-impact development.
77	<p>TARGET By 2036, Calgary's ecological footprint decreases to below the 2001 Canadian average of 7.25 hectares per capita.</p>
	<p>STRATEGY 1 Improve food consumption to reflect sustainable living.</p> <ul style="list-style-type: none"> • Use product labelling and certification systems to guide consumption and green procurement. • Establish reliable certification systems to give people the choice to buy products that are grown/ harvested in sustainable ways. • Avoid dependence on imports that are produced with destructive consequences to people and ecosystems. • Encourage people not to overeat, but to consume the calories appropriate for their ages and levels of activity. • Encourage people to eat more grains, vegetables and natural foods. • Support local agriculture, sustainable farming methods and nutritional education. <p>STRATEGY 2 Create educational programs that address unsustainable consumption patterns and promote sustainable practices.</p> <ul style="list-style-type: none"> • Increase public literacy on why and how to reduce the consumption of threatened ecosystem resources. • Encourage producers and retailers to educate the public on nutritional facts and promote sustainable food. <p>STRATEGY 3 Support social and ecological values that guide actions, purchases and investments.</p> <ul style="list-style-type: none"> • Promote reusing, recycling and composting trash, and reducing packaging. • Offer tax incentives to support environmentally friendly practices like Danish-style co-housing developments. • Establish standards to report overall life cycle performance (e.g. ISO 14000, LEED).



NATURAL ENVIRONMENT

Plants and animals

System Natural environment

Goal Calgary is rich with intact ecosystems. We protect and restore our natural heritage, valuing native biodiversity as the foundation of life. Our built environment is integrated into and respects the natural environment we inhabit.

78

TARGET

By 2036, native biological diversity increases to healthy levels, as measured through Habitat Suitability Index indices and local key indicator species.

STRATEGY 1

Ensure species are protected and managed and that recovery measures are in place for threatened species.

- Establish a linked network of representative reserves in the city and throughout the bioregion, as well as enhance diversity in gardens and in support ecosystems in the bioregion.
- Use fair trade to avoid the spread of invasive species.
- Monitor and track current and emerging invasive species.
- Develop proactive management strategies to protect species.

STRATEGY 2

Establish programs and areas that provide for useful and sufficient habitat supplies.

- Develop a long-term plant community inventory program.
- Preserve lands essential to maintaining regional ecosystem functions.
- Protect and restore wildlife corridors.

STRATEGY 3

Ensure planning policies/bylaws reflect the commitments of the sustainability goal.

- Work with the Calgary Regional Partnership and Alberta Municipal Affairs to reinstitute regional land use planning.
- Develop landscape scale monitoring and modelling tools to improve our understanding of land impacts.
- Integrate biodiversity conservation and development planning (low-impact development).
- Integrate ecological service (nature's ability to clean water and air, break down waste, replenish resources and provide a sustainable source) provision into development.
- Engage citizens in the development of community-level goals (in support of 100-year goals).
- Protect and improve the carrying capacities of ecosystems.
- Encourage natural landscaping and relax bylaws that restrict natural landscaping.

STRATEGY 4

Raise public awareness about the importance of protecting biodiversity and ecosystems.

- Give people access to information about ecosystems and decisions affecting their ecosystems.
- Increase transparency and accountability concerning decisions that affect ecosystems, which includes greater involvement of concerned stakeholders in decision-making.
- Increase the co-ordination of multilateral environmental agreements and the co-ordination of environmental agreements with the policies and actions of international economic and social institutions.
- Develop shared outcomes and reporting for government, the private sector and non-governmental organizations.
- Describe environmental costs in dollars and cents.
- Foster and support local biodiversity-monitoring initiatives.



Plants and animals

System Natural environment

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79	<p>TARGET By 2036, the number and/or size of protected or restored habitats increases to a state of health and functionality.</p>
	<p>STRATEGY 1 Ensure no viable wetlands are lost, which integrates ecological services into infrastructure and increases natural areas.</p> <ul style="list-style-type: none"> • Protect aquatic systems to support all species. • Restore wetlands to re-establish native ecosystems. <p>STRATEGY 2 Integrate the planning and management of all natural and man-made public areas and facilities.</p> <ul style="list-style-type: none"> • Establish and implement a standard that requires there to be a public recreational facility for all ages within a very short walking distance from all residential buildings. • Ensure public transit provides access to places like Nose Hill. • Provide the public with recreational and creative opportunities, so that people can have easy access to their natural (and man-made) surroundings: schools, libraries, performance spaces, and parks. <p>STRATEGY 3 Use the rural urban fringe to create new, exciting, living landscapes, ranging from working farms, to historic sites, to cultural centres.</p> <ul style="list-style-type: none"> • Provide opportunities to regenerate land and develop communities using the best available knowledge in building and landscape design and management, sustainable transportation and renewable energy. <p>STRATEGY 4 Improve habitat health and resilience.</p> <ul style="list-style-type: none"> • Value biodiversity and ecosystem services the same as other economic commodities; place a monetary value on ecological goods and services. • Secure land in environmentally sensitive areas through partnerships and other legal vehicles like land trusts and conservation easements. • Promote biodiversity through the use of indigenous plants in local parks and for decorative purposes. • Establish riparian corridors with setbacks (e.g. 100 metres for floodplain protection). • Encourage and promote the sale of native plant species at nurseries.



NATURAL ENVIRONMENT

Water

System Natural environment

Goal Water is recognized as necessary for life. Calgarians value this precious resource and guarantee equitable access for all living things. We are stewards of water, protecting its quality and maintaining the integrity of the hydrologic cycle. Our water supply system is sufficiently secure, flexible and adaptable to changing conditions and circumstances.

80

TARGET

By 2036, per capita water consumption is reduced by 40 per cent.

STRATEGY 1

Co-ordinate and support strategic initiatives in water conservation among all government and non-profit sectors to accomplish synergy and economies of scale.

- Support The City of Calgary's Water Efficiency Plan.
- Encourage the co-ordination of efforts of the Bow River Basin Council.
- Support the overall objectives of the Water for Life strategy, which states "Albertans will be leaders in conservation by using water efficiently and effectively."
- Encourage collaborative efforts to increase The City's target of a 30 per cent water use reduction by 2030 to 40 per cent by 2030.
- Research/eliminate health issues that restrict water conservation practices like grey water use.

STRATEGY 2

Use economic and financial tools to reduce water consumption and increase ecological service contribution.

- Lower rates/taxes or offer other incentives to decrease consumption.
- Subsidize new technologies (economic incentives).
- Apply full cost accounting.

STRATEGY 3

Establish community design initiatives that will result in decreased consumption and improved ecology.

- Encourage community design that maximizes the use of recycled water.
- Designate what percentage of land should remain permeable (without paved surfaces).
- Increase erosion controls and decrease impermeability.
- Promote low-impact development (e.g. introduce swales).
- Establish ecological infrastructure for cities and towns that requires less use of materials, energy and engineering.

STRATEGY 4

Adapt engineering infrastructure design to accommodate ecological infrastructure that will lead to water conservation.

- Use green infrastructure design and technology to restore and enhance wetlands.
- Provide opportunities for low-impact development standards.
- Reduce road width standards to reduce imperviousness.
- Apply green infrastructure management where land use and wastewater management regulate and augment water flows in wetlands.
- Develop regulations that control the impacts of construction on land water resources.
- Conduct hydrological impact assessments prior to development.



Water

System Natural environment

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	<p>STRATEGY 5 Ensure current systems, policies and regulations are consistent with sustainable water use policies.</p> <ul style="list-style-type: none"> • Explore regulatory opportunities that favour water use efficiency. • Apply universal metering programs. • Restrict outdoor water use. <p>STRATEGY 6 Raise awareness of water conservation and encourage citizens to adopt water-efficient technologies and processes.</p> <ul style="list-style-type: none"> • Encourage community involvement in conservation planning. • Support water education among non-governmental organizations and other groups.
81	<p>TARGET By 2036, positive rates of flow in the Bow River Basin are maintained to keep aquatic ecosystems at these levels.</p>
	<p>STRATEGY 1 Encourage the co-ordination of water management strategies to accomplish synergy (saving resources and achieving objectives faster in order to protect the resources).</p> <ul style="list-style-type: none"> • Encourage the co-ordination of strategies between provincial and basin levels. • Support Alberta Environment's implementation of the Water Management Plan for the South Saskatchewan River Organization, which recommends there will be no additional allocations. • Establish the minimum in-stream flow needed to support all aquatic life forms by 2010 for the entire Bow River Basin. • Support Alberta Environment's water conservation objectives. • Permit opportunities for flow restoration. • Support appropriate basin-wide indicator development by the Bow River Basin Council. <p>STRATEGY 2 Minimize the impacts of up- and downstream development activities on water flow.</p> <ul style="list-style-type: none"> • Encourage TransAlta Utilities to operate hydroelectric dams in a way that minimizes their impacts on aquatic ecosystems. • Encourage people to use water in a way that returns most of the water diverted back to rivers on a continuous basis and in good quality, while recognizing their rights to economic development and prosperity. • Support flow restoration and water and land management for the Bow River downstream of Calgary to meet objectives for aquatic ecosystems.



NATURAL ENVIRONMENT

Water

System

Natural environment

Goal

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	<p>STRATEGY 3</p> <p>Develop a strategy for watershed protection.</p> <ul style="list-style-type: none">• Establish an ecological inventory and water balance sheet.• Establish objectives for aquatic ecosystems as described in the Alberta Government's Water for Life strategy.• Through watershed management planning, encourage land uses that protect riparian habitats.• Establish a water trust to buy up water allocations to keep water in streams.
82	<p>TARGET</p> <p>By 2036, effective impervious areas are reduced equal to or below 30 per cent to restore natural hydrograph and become less susceptible to flooding.</p>
	<p>STRATEGY 1</p> <p>Develop policies (planning, engineering, transportation) and land use requirements that will promote permeability and reduce the share of imperviousness.</p> <ul style="list-style-type: none">• Designate what percentage of land should remain permeable (without paved surfaces).• Increase erosion controls and decrease impermeability.• Promote low-impact development (e.g. introduce swales).• Establish community design standards that foster sustainable forms of transportation.• Align policy with conservation.• Foster conservation ethics.• "Unbundle" parking from residential units; buying condos and parking spaces separately results in less automobile ownership.• Create parking maximums for developments in order to promote automobile alternatives.• Reduce the sizes of driveways.• Reduce road width.• Require businesses in Calgary to use water-efficient technologies at their sites and in new or renovation projects. <p>STRATEGY 2</p> <p>Disconnect impervious surfaces from the drainage system so that runoff does not flow directly to streams.</p> <ul style="list-style-type: none">• Develop ecological approaches to infrastructure management that provide for on-site water infiltration where possible.• Promote permeable paving (e.g. paving tiles).• Promote rooftop rainwater catchment systems and gardens, and water-retaining eco-roofs.• Reduce the effects of soil compaction, lack of topsoil, loss of soil aerating organisms and vegetation removal on permeability.• Allow for the natural restoration of streams and wetlands.• Increase native tree planting and landscaping.• Encourage swales along building lots and parking areas, also considering human health impacts.• Encourage on-site stormwater storage and use.



Water

System Natural environment

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83	<p>TARGET By 2036, watershed health — as measured by loss of wetlands, water quality, non-compliance with pollution standards, in-stream flow and groundwater levels — improves.</p>
	<p>STRATEGY 1 Establish a forum to increase co-ordination among the stakeholders who directly impact river basin issues.</p> <ul style="list-style-type: none"> • Support the province's Water for Life strategy, specifically the watershed approach for planning and management. • Establish regional watershed goals and targets. • Align policies with conservation. • Establish a co-ordinated approach to healthy water. <p>STRATEGY 2 Decrease all forms of water and riparian zone pollution.</p> <ul style="list-style-type: none"> • Support City of Calgary initiatives as described in the Water Efficiency Plan (2005). • Control nutrient loading to the river. • Support the best available technologies and practices for irrigation in- and outside the city. • Reduce harmful pesticide use to levels acceptable environmentally and for human (health). • Support alternative land practices that decrease pollution. <p>STRATEGY 3 Restore water quantity and quality to improve hydrological cycles.</p> <ul style="list-style-type: none"> • Apply full cost accounting to water quantity and quality. • Seek to restore a full complement of native plants and animals. • Connect habitat with surrounding watersheds. • Ensure there is a net increase in viable wetlands. • Establish groundwater testing criteria that will involve the identification and protection of key recharge areas, establishing natural water tables and natural recharge rates. • Ban the commercial and industrial mining of groundwater. • Ensure the residential extraction rate does not exceed the recharge rate. • Increase groundwater levels. • Use a combined approach of reducing effective impervious area, reforesting open space uplands, protecting riparian corridors and strategically placing facilities; this will improve stream health more than one or two strategies alone would.
84	<p>TARGET By 2036, Calgary's ecological footprint decreases to below the 2001 Canadian average of 7.25 hectares per capita.</p>
	<p>STRATEGY 1 Reduce water consumption.</p> <ul style="list-style-type: none"> • Reduce water consumption by using water-efficient showerheads, turning off taps when not in use and collecting rainwater to water plants and lawns.



Aesthetic enjoyment

System

Social

Goal

All aspects of life in Calgary provide opportunities for aesthetic enjoyment. We recognize and protect our natural and built environments for their beauty. Our traditions, values and distinctive characteristics are used to enhance physical and human resources. Opportunities for aesthetic enjoyment are accessible to all.

85

TARGET

By 2036, 90 per cent of citizens report that Calgary is a beautiful city.

STRATEGY 1

Develop and use measures to regularly report Calgarians' opinions regarding the beauty of the city.

STRATEGY 2

Establish design performance standards for new residential, commercial and industrial construction to ensure beauty is considered in all new development.

- Include stringent aesthetic requirements.
- Encourage the integration of public art into all new development.
- Use public art and other design elements to reflect our diverse cultural character and celebrate our heritage.
- Sustain and celebrate the environmental features within each neighbourhood.
- Promote mixed use.
- Promote economic diversity.
- Revise existing land use policies to reflect new performance-based standards.

STRATEGY 3

Create and protect beautiful public spaces to provide more opportunities for aesthetic enjoyment.

- Bring beautiful public spaces into view for the aesthetic enjoyment of all.
- Develop a community-wide, multi-stakeholder public art strategy (e.g. business sector, private and public organizations) that will expand the success of The City of Calgary's Public Art Policy Framework.

STRATEGY 4

Foster an understanding of and appreciation for the aesthetic value of our built environment so that citizens, developers and others can enhance our physical resources.

- Raise public awareness of the need for good design as a form of art.
- Increase the use of public art to assist with the growth of a culturally informed public.
- Require public space to be designed in a high-quality and aesthetically pleasing way, including all the amenities and individual elements within (e.g. garbage cans, water fountains).
- Require a healthy diversity of built form in all new developments.

STRATEGY 5

Create and protect developed and uncultivated natural areas to ensure we can enjoy these areas now and in the future.

- Include parkland and natural vegetation bordering the riverbanks for the aesthetic enjoyment of all Calgarians.



Aesthetic enjoyment

System Social

Goal All aspects of life in Calgary provide opportunities for aesthetic enjoyment. We recognize and protect our natural and built environments for their beauty. Our traditions, values and distinctive characteristics are used to enhance physical and human resources. Opportunities for aesthetic enjoyment are accessible to all.

86

TARGET

By 2036, 95 per cent of Calgarians report that they have a range of opportunities for the aesthetic enjoyment of nature, arts and culture.

STRATEGY 1

Develop and use measures to regularly report Calgarians' opinions regarding the range of opportunities available for aesthetic enjoyment.

STRATEGY 2

Increase public support for the arts to develop additional ways for citizens to enjoy natural and created aesthetics.

- Ensure a broad spectrum of culturally diverse opportunities for aesthetic enjoyment are available.
- Ensure those opportunities are accessible to all Calgarians.

STRATEGY 3

Undertake cultural impact assessments for all public or private initiatives, so we can properly consider and enhance the cultural life of our city.

- Perform assessments at the planning and development stages of all initiatives that involve significant changes to our city's cultural life.



Creative self-expression

System

Social

Goal

Creative self-expression is cultivated and nurtured as part of everyone's life. We renew ourselves, using our unique gifts and talents, through creative self-expression. There is a wide range of opportunities for creative expression.

87

TARGET

By 2016, 90 per cent of Calgarians report that they have opportunities to express their unique gifts and talents

STRATEGY 1

Develop and use measures to regularly report Calgarians' opinions of the availability of opportunities for creative self-expression.

STRATEGY 2

Ensure Calgarians have the support systems necessary to foster artistic excellence and innovation as expressions of their gifts and talents.

STRATEGY 3

Identify ways for the full range of stakeholders to co-operate and create connections to realize the full potential of the arts.

STRATEGY 4

Ensure the Alberta Government continues to recognize and strengthen its level of financial commitment to arts and culture in Calgary.

STRATEGY 5

Boost the strategic roles of the cultural industries and local media for their contributions to local identity, creative continuity and job creation.

STRATEGY 6

Provide accessible informal and professional arts educational programs to Calgarians of all ages and abilities.

88

TARGET

By 2021, 90 per cent of Calgarians report that Calgary is a city that promotes creative freedom.

STRATEGY 1

Develop and use measures to regularly report Calgarians' opinions of how well we promote creative freedom in our city.

STRATEGY 2

Ensure the arts and culture sector plays a leadership role in Calgary's future, so we can build creative freedom into the most influential levels of decision-making processes.

STRATEGY 3

Promote the development and continuity of the cultures of First Nations, Metis and other indigenous people, as they are the bearers of the historic and interactive relationships with our land.



Creative self-expression

System Social

Goal Creative self-expression is cultivated and nurtured as part of everyone's life. We renew ourselves, using our unique gifts and talents, through creative self-expression. There is a wide range of opportunities for creative expression.

	<p>STRATEGY 4 Ensure newcomers from other regions and countries can access, participate in and express themselves through the evolving culture of Calgary, ensuring the richness of our creative freedom is continuously strengthened.</p> <p>STRATEGY 5 Review, revise and develop policies and practices that foster creative freedom, rather than censorship.</p>
89	<p>TARGET By 2026, 90 per cent of Calgarians report that participation in creative activities is an important part of their lives.</p>
	<p>STRATEGY 1 Develop and use measures to regularly report citizens' opinions of the importance of and levels of participation in creative activities.</p> <p>STRATEGY 2 Create public opportunities for all Calgarians to recognize the intrinsic value of arts and culture as an important element of our vibrant city.</p> <p>STRATEGY 3 Ease or eliminate restrictions on the forms of creative expression that can occur in public spaces, so citizens can participate in and appreciate a wider range of formal and informal creative activities.</p> <ul style="list-style-type: none"> • Consider abandoning or easing busking bylaws for musicians and artists. • Identify ways to lessen the impacts of liability insurance requirements. • Assess the types of signage regulations that affect the development of murals and other informal expressions of visual art. <p>STRATEGY 4 Promote creative expression in public spaces to make Calgarians more aware of, and allow them to participate in, a wider range of cultures and creative experiences.</p> <p>STRATEGY 5 Build the leadership and facilitation skills of cultural leaders, so they promote the kinds of events that directly engage people in creative experiences.</p> <p>STRATEGY 6 Attract and support new talent and creative leadership in the community, including support for and the promotion of local artists from diverse communities.</p> <p>STRATEGY 7 Ensure Calgary artists are recognized for their excellence, to honour the important roles they play in encouraging other citizens' to participate in and value creative self-expression.</p>



Health and wellness

System Social

Goal Calgary is known for its attention to a healthy lifestyle. We sustain physical, mental and social well-being. In circumstances in which health is compromised, we can easily access knowledge and services. Ecological, social and economic interconnectedness is reflected in our support for well-being.

90

TARGET

By 2036, all Calgarians live in a safe and clean natural environment, as measured by the quality of its air, water, soil and food sources, plus by the lack of exposure to toxic waste.

Indicators

- Calgary's drinking water consistently meets or exceeds the standards set by the Government of Alberta.
- Calgary's air quality is consistently measured as "good" using the Alberta Air Quality Index.
- The quality of soil in and around Calgary consistently meets or exceeds the benchmarks for quality identified by the Alberta Environmentally Sustainable Agriculture Soil Quality Benchmark Program.
- New contamination from toxic waste — onto residential, farm and wilderness lands — is avoided.
- Calgary's ecological footprint (which weighs demand for biological capacity against the Earth's ability to supply it) is reduced to below the 1999 Canadian average of 7.8 hectares per acre.

STRATEGY 1

Work to ensure self-sufficiency in waste management to reduce our exposure to toxic waste.

- Ensure the clean production of, and reductions in the use of, industrial chemicals and pesticides.
- Strictly enforce legislation and regulations that govern the disposal of hazardous waste.
- Educate consumers about the environmental risks posed by the production, use and disposal of toxic chemicals present in common household products.

STRATEGY 2

Work to increase our capacity to provide high-quality drinking water to the growing population.

STRATEGY 3

Reduce the impacts of water treatment processes on our river systems and the surrounding environment.

- Upgrade Calgary's water treatment plants.

STRATEGY 4

Introduce water conservation measures, so our finite water resources are available for current and future generations.

- Introduce city-wide residential and commercial water meters.
- Work with surrounding towns and municipalities to reduce upstream and downstream water pollutants.

STRATEGY 5

Curb the cultural expansion of Calgary's boundary to reduce our ecological footprint.

- Reduce our overall consumption of natural goods.



Health and wellness

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91

TARGET

By 2036, 95 per cent of Calgarians enjoy positive and supportive living conditions, as reflected by adequate income; high rates of employment; adequate food and appropriate nutrition; appropriate, adequate and affordable housing; and high levels of personal safety.

Indicators

- Unemployment rates remain below five per cent for all demographic groups in Calgary.
- Disparities between the income levels of the richest and poorest Calgarians, as measured by the Gini coefficient, do not exceed 0.25 (over 0.3 in 2006, while 0.25 is common in Scandinavian countries).
- All parents report that they have enough money to buy sufficient food for their children all of the time (80 per cent to 85 per cent in 2006).
- Food banks and food supplement programs are not required.
- Family homelessness is eliminated and individual absolute homelessness (meaning individuals are living on the street with no physical shelters of their own) does not exceed 0.01 per cent of the total municipal population (about 0.03 per cent in 2006).
- The incidence of core housing need, as measured by the Canada Mortgage and Housing Corporation, does not exceed 10 per cent (13 per cent in 2001, higher in 2006).
- Ninety-five per cent of Calgarians report that they feel very safe or reasonably safe walking alone in their neighbourhoods and downtown after dark.

STRATEGY 1

Provide supportive housing services to people with mental illness and others who are unable to live independently.

- Clarify the roles and responsibilities of publicly funded entities, including the Ministry of Seniors and Community Supports, Children's Services and local service providers.

STRATEGY 2

Use a collaborative and shared investment approach for collective action among the not-for-profit sector, industry and government, to ensure income equity and security for vulnerable Calgarians.

STRATEGY 3

Ensure all public sector institutions, subcontractors and non-profit sector employers adopt livable wage policies.

STRATEGY 4

Fund and structure all public income benefits to enable individuals and families to meet their basic needs, maintain safe and adequate standards of living in their communities and save for future needs.



Health and wellness

System Social

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	<p>STRATEGY 5 Establish targeted initiatives and programs to give all children from low-income families the opportunity to receive sufficient education or training that enables them to fully participate in the economy.</p> <p>STRATEGY 6 Increase the overall education level among First Nations, Metis and Inuit youth, new Canadians and people with disabilities, as a means of providing these people with increased opportunities for meaningful work and of capitalizing on an otherwise underused labour pool.</p> <ul style="list-style-type: none">• Develop innovative and effective approaches that meet the special needs of people from different cultures.• Provide additional educational support programs for people with disabilities. <p>STRATEGY 7 Encourage the use of sustainable practices (e.g. green infrastructure) to improve indoor and outdoor environmental conditions.</p> <p>STRATEGY 8 Significantly improve the health and well-being of Calgary's First Nations, Metis and Inuit citizens.</p>
92	<p>TARGET By 2036, 95 per cent of Calgarians receive sufficient information and supports to maintain and improve their health and foster their independence at all ages and stages of life.</p>
	<p>STRATEGY 1 Improve the health of all at-risk pregnant and postnatal women to increase the health of newborn children.</p> <ul style="list-style-type: none">• Provide them with extensive, affordable and culturally appropriate counselling and personal support.• Provide nutritional support as part of pregnancy and postnatal care. <p>STRATEGY 2 Encourage the use of positive parenting methods, so parents are equipped to provide the love and support that children need to flourish.</p> <ul style="list-style-type: none">• Raise public awareness about the importance of positive parenting to the healthy development of children and youth.• Ensure comprehensive parenting instruction and support are available to all families, regardless of income. <p>STRATEGY 3 Provide universal early childhood education for all Calgary children.</p> <ul style="list-style-type: none">• Integrate service delivery into the learning system.



Health and wellness

System Social

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	<p>STRATEGY 4 Support or extend the ability of seniors and people with disabilities to live independently in the community.</p> <ul style="list-style-type: none"> Expand the availability of affordable home care and related home support services (such as snow removal and housing maintenance). Expand the availability of, and access to, caregiver respite services. <p>STRATEGY 5 Use a range of community development initiatives to support the development of social support networks within geographic communities and communities of affinity.</p> <p>STRATEGY 6 Optimize the use of information dissemination methods — including Health Link and other health services, the telephone, the television and the Internet — in order to disseminate health information.</p>
93	<p>TARGET By 2036, 100 per cent of Calgarians can obtain quality, affordable, timely and appropriate health information and services, as measured by satisfaction levels.</p>
	<p>Indicators</p> <ul style="list-style-type: none"> Ninety-five per cent of Calgarians report that they are satisfied with the quality of health services. Ninety-five per cent of Calgarians report that they receive the high-quality services they require in a timely manner. Ninety-five per cent of Calgarians report that they can access appropriate and accurate health information and advice in a timely manner. <p>STRATEGY 1 Develop and use measures to regularly report citizens' opinions of the accessibility of affordable health services and the quality of the care they receive.</p> <p>STRATEGY 2 Train and retain health care workers who are familiar with the specific needs of diverse Calgarians.</p> <p>STRATEGY 3 Ensure low-income Calgarians of all ages receive effective health care.</p> <ul style="list-style-type: none"> Provide comprehensive, accessible programs and services to meet their needs.



Health and wellness

System

Social

Goal

Calgary is known for its attention to a healthy lifestyle. We sustain physical, mental and social well-being. In circumstances in which health is compromised, we can easily access knowledge and services. Ecological, social and economic interconnectedness is reflected in our support for well-being.

STRATEGY 4

Support new and innovative service delivery models to better support the health and wellness needs of Calgarians.

- Use interdisciplinary teams of primary health care providers.
- Use service delivery methods that are tailored to the languages and cultural needs of diverse ethnocultural groups.
- Expand the availabilities of telephone and video health information services.

STRATEGY 5

Provide increased access to preventative and primary care services, so Calgarians can better manage their health.

STRATEGY 6

Increase the number of health providers and professionals in the healing arts/sciences by positioning Calgary as a destination of choice.

- Use Calgarians' strengthening commitments to health and wellness to attract additional providers and professionals.

STRATEGY 7

Make strategic investments in health-related infrastructure.

94

TARGET

By 2036, the incidences of preventable illness, injury and premature death are significantly reduced.

Indicators

- Ninety-five per cent of Calgary adolescents and adults rate both their physical health and their mental health as very good or excellent.
- Suicide rates among both adolescents and adults do not exceed five per 100,000 people (13.3 in 2006).
- Ninety-five per cent of Calgarians report that their activity level is sufficient to produce health benefits (less than 50 per cent in 2006).
- Calgary's infant mortality rate is reduced to three per 1,000 live births (six or seven in 2006).
- Low birth weight is reduced to four per cent (7.3 per cent in 2006).
- Tobacco use is eliminated.
- Heavy drinking (five or more drinks on one occasion, 12 or more times per year) is reduced to 10 per cent of the population (23 per cent in 2006).
- Adult and childhood obesity is reduced to five per cent (14 per cent in 2003).
- The death rate from unintentional injury is reduced to 15 per cent (20 per cent in 2003).
- The incidence of cardiac disease is reduced to 100 per 100,000.
- One hundred per cent of the population receives standard childhood immunizations.



Health and wellness

System Social

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STRATEGY 1

Further restrict the sale and use of tobacco products to reduce the incidence of smoking-related illness and premature death.

- Strengthen tobacco-related legislation and taxation strategies to reduce access to smoking products.

STRATEGY 2

Provide effective incentives for people to maintain high levels of health.

- Provide increased flexibility in health-related benefits (e.g. health spending accounts) and similar initiatives.

STRATEGY 3

Expand the use of social marketing campaigns to encourage physical activity and immunizations and the avoidance of unhealthy lifestyle practices, such as smoking and poor eating.

STRATEGY 4

Promote physical activity as a regular and natural part of our daily lives.

- Design neighbourhoods that reflect mixed-use design and promote "walkability."

STRATEGY 5

Create healing centres and injury prevention programs that are led by Calgary's First Nations, Metis and Inuit communities.

95

TARGET

By 2036, 85 per cent of Calgarians, in all age groups, maintain excellent or very good mental health.

Indicators:

- (Risk of) depression rates do not exceed five per cent, as measured by the Calgary Health Region (9.3 per cent in 2006).
- The number of Calgarians who are experiencing significant stress levels does not exceed 13 per cent, as measured by the Calgary Health Region (26.5 per cent in 2006).

STRATEGY 1

Develop and use measures to regularly report Calgarians' mental health levels.

STRATEGY 2

Develop and use measures to regularly report the levels of wellness and mental health in people with clinically significant mental disorders.



Lifelong learning

System Social

Goal We value opportunities for continuous personal growth and development. We are empowered by learning and, as a result, can make substantial improvements to our own and others' lives. The community is a learning ground for all.

96	<p>TARGET By 2016, by the age of six years, 95 per cent of Calgary children exhibit school readiness, as reflected by physical well-being and appropriate motor development; emotional health and a positive approach to new experiences; age-appropriate social knowledge and competence; age-appropriate language skills; and age-appropriate general knowledge and cognitive skills.</p>
	<p>STRATEGY 1 Increase the level of support to public libraries, so we can recognize and capitalize on the fundamental role of public libraries (individual capacity building, community building), particularly in the area of family literacy.</p> <p>STRATEGY 2 Ensure all families, with particular emphasis on at-risk families, have access to community-based referral services for prevention and early intervention programs, resources and support, such as those provided by City of Calgary Community Resource Centres, the Calgary Public Library and Parent Link Centres.</p> <p>STRATEGY 3 Provide universal early childhood education that is integrated into the education/learning system, for all Calgary children.</p> <p>STRATEGY 4 Ensure affordable, high-quality child care — as defined by the regulations related to child care settings (including child-staff ratio, group size, caregiver education and training) — is available for children and parents who require it.</p>
97	<p>TARGET By 2016, 95 per cent of Calgary students succeed in elementary and junior high school, as measured by standardized achievement testing in grades three, six and nine and alternate education metrics.</p>
	<p>STRATEGY 1 Provide students with opportunities to participate in informal, long-term programs.</p> <ul style="list-style-type: none">• Implement new experiential learning and leadership programs.• Ensure the availability of arts and music programs.• Offer a variety of community-based enrichment programs.• Encourage whole-school participation in programs that increase senses of belonging and connection to the school. <p>STRATEGY 2 Support initiatives to encourage parental involvement in schools.</p> <p>STRATEGY 3 Provide students experiencing academic challenges with adequate supports.</p> <ul style="list-style-type: none">• Encourage the availability of adult mentorship programs.• Provide tutoring support programs.• Offer study programs focusing on organizational skills, homework completion and study habits.



Lifelong learning

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	<p>STRATEGY 4 Increase overall support for English-as-a-second-language students.</p> <ul style="list-style-type: none"> • Provide intensive educational and personal support to students with English language deficiencies. • Ensure adequate English language instruction. • Provide cultural bridging support for English-as-a-second-language students. • Give additional support to schools to ensure they offer welcoming and supportive cross-cultural environments for newcomers. <p>STRATEGY 5 Provide increased academic, personal and physical support to students with disabilities.</p>
98	<p>TARGET By 2036, 95 per cent of Calgary youth complete high school by age 21 and complete some form of post-secondary education or training by age 25.</p>
	<p>STRATEGY 1 Strengthen students' levels of readiness for academic and career development.</p> <ul style="list-style-type: none"> • Encourage participation in youth development programs that specifically aim to increase academic and social competence. • Support students in exploring education and career opportunities. • Offer volunteer and service learning opportunities that include a skills development component. <p>STRATEGY 2 Provide at-risk youth with opportunities to participate in long-term mentoring programs with caring adults.</p> <p>STRATEGY 3 Discourage students from working at jobs more than 20 hours per week (as more hours than this is associated with decreased school performance, higher levels of emotional distress and decreased physical activity).</p> <p>STRATEGY 4 Provide intensive educational and personal support to students who experience learning challenges due to English language deficiencies, different academic or cognitive abilities, cultural differences or other factors that place them at an educational disadvantage.</p> <p>STRATEGY 5 Ensure the availability of a range of alternative high school programs, to address different types of learner needs and interests.</p> <p>STRATEGY 6 Ensure there is universal access to formal post-secondary education and training.</p>



Lifelong learning

System Social

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99	TARGET By 2016, 100 per cent of adult Calgarians have access to a full range of formal and informal quality learning opportunities and resource options that allow them to achieve their full potentials in life.
	<p>STRATEGY 1 Develop and use measures to regularly report the accessibility levels, range and quality of formal and informal learning opportunities and resources.</p> <p>STRATEGY 2 Provide public support for learning and cultural activities that take place in museums, libraries, art galleries and other cultural institutions.</p> <p>STRATEGY 3 Ensure opportunities for learning are widely available and easy to use.</p> <ul style="list-style-type: none">• Improve public transit to learning destinations.• Use technological media to reach new audiences (e.g. incorporate virtual tours).• Add satellite campuses and community hubs. <p>STRATEGY 4 Promote relations between cultural facilities and other entities working with knowledge, such as universities, research centres, libraries and research companies.</p> <p>STRATEGY 5 Promote programs aimed at popularizing scientific and technical culture among all citizens.</p> <ul style="list-style-type: none">• Take into account the ethical, social, economic, environmental and political issues raised by applications of new scientific knowledge that are of public interest. <p>STRATEGY 6 Offer a variety of life-enhancing, lifelong learning opportunities, such as courses focusing on creative arts, domestic arts, crafts, languages, health and wellness and personal growth.</p> <p>STRATEGY 7 Recognize post-secondary organizations for their roles as major contributors to informal (and formal) lifelong learning opportunities for all citizens throughout their lives, and support them in these roles.</p>



Lifelong learning

System Social

Goal We value opportunities for continuous personal growth and development. We are empowered by learning and, as a result, can make substantial improvements to our own and others' lives. The community is a learning ground for all.

100

TARGET

By 2016, 95 per cent of adult Calgarians have the minimum levels of literacy and numeracy — as defined by the International Adult Literacy and Skills Survey — required to fully participate in the economy and all aspects of life in Calgary.

STRATEGY 1

Make available a wide range of formal and informal, community-based adult education programs and resources, to ensure all adults have ongoing opportunities to maintain and enhance literacy and learning skills.

- Invest new resources to permit disadvantaged groups to fully participate in learning activities.
- Fully take advantage of public libraries and organizations that form part of the social fabric of communities.

STRATEGY 2

Provide a wide range of educational and employment training programs/supports to low-income Albertans who are unemployed, underemployed or otherwise experiencing difficulties in the labour market.

STRATEGY 3

Support integrated and collaborative service delivery models to maximize literacy and numeracy learning.

STRATEGY 4

Support new and innovative technology-based models to extend the reach of those service delivery models.



Meaning, purpose and connectedness

System Social

Goal We create individual meaning, purpose and connectedness in our lives for our own benefit and that of others. We respect and embrace the ways in which others choose to create meaning, purpose and connectedness.

101	TARGET By 2036, 90 per cent of citizens agree that “Calgary is a city with soul,” which is defined as citizens having meaning and purpose in life and experiencing ongoing feelings of connectedness with some form of human, historic or natural system.
	STRATEGY 1 Celebrate local inspirational and spiritual leaders from all faiths, cultures and traditions. STRATEGY 2 Provide opportunities for individuals to strengthen their own senses of meaning, purpose and connectedness. <ul style="list-style-type: none">• Ensure diverse forms of public expression and discussion are readily accessible.
102	TARGET By 2036, 100 per cent of Calgarians report that they feel respected and supported in their pursuits of meaning, purpose and connectedness, and that they extend respect and support to others who meet this need in ways different from their own.
	STRATEGY 1 Develop and use measures to regularly report respect and support levels related to the diverse ways that people meet their needs for meaning, purpose and connectedness. <ul style="list-style-type: none">• Establish a “state of our people” report that reports measured respect and support levels related to meaning, purpose and connectedness and the ways that citizens care for one another. STRATEGY 2 Ensure citizens build empathy, acceptance, respect and interdependent thinking skills to foster respect and support for others. <ul style="list-style-type: none">• Develop and implement educational programs and informal learning opportunities that focus on building these skills. STRATEGY 3 Promote the unique cultural attributes of Calgary citizens. <ul style="list-style-type: none">• Create community-wide opportunities to celebrate our diverse city. STRATEGY 4 Create opportunities for dialogue between different religions, faith traditions and cultures. <ul style="list-style-type: none">• Establish open forums, cultural celebrations and policy/program discussions that encourage this kind of conversation.



Peace, safety and security

System Social

Goal We live in peace. We are safe in our homes and throughout our city. We believe and behave in ways that reflect our respect and consideration for all life forms. We have adequate income and access to resources. We live with each other in unity.

103

TARGET

By 2016, 95 per cent of Calgarians report that they feel safe walking alone in their neighbourhoods and walking alone downtown after dark.

STRATEGY 1

Develop and use measures to regularly report citizens' perceptions of safety.

STRATEGY 2

Raise public awareness about the decreasing incidence and prevalence of crime to reduce fear levels.

STRATEGY 3

Actively encourage and nurture the involvement of neighbourhood residents in community-building efforts.

- Focus on the development of personal and social capital.
- Encourage community economic development.
- Build community crime prevention initiatives.
- Create community-based services and businesses to increase social inclusion and social cohesion.

STRATEGY 4

Employ best practices in the creation of healthy public places and the application of crime prevention through environmental design (CPTED) concepts and second-generation CPTED concepts.

STRATEGY 5

Promote non-violence as a communications strategy, as a means of resolving conflicts and as the dominant culture in schools, organizations, businesses, governments and families.

104

TARGET

By 2016, 95 per cent of Calgary parents report that they allow their children over six years old to play unsupervised on their own blocks.

STRATEGY 1

Raise public awareness about the low incidence of child abductions and child abuse by strangers, to reduce levels of fear.

STRATEGY 2

Support the implementation of Block Watch programs in communities.

STRATEGY 3

Support community development strategies to increase sense of community and perceptions of safety within neighbourhoods.



Peace, safety and security

System Social

Goal We live in peace. We are safe in our homes and throughout our city. We believe and behave in ways that reflect our respect and consideration for all life forms. We have adequate income and access to resources. We live with each other in unity.

105

TARGET

By 2036, given that crime rates are driven primarily by the number of males in the population aged 15 to 24, the proportion of adolescents and young adults in conflict with the law decreases from 2006 levels of about one per cent to 0.01 per cent.

STRATEGY 1

Address the risk factors associated with the onset of criminal behaviour in adolescence or early adulthood to prevent crime.

- Develop new intervention and treatment initiatives for adolescents and young adults who are experiencing family violence, including verbal and emotional abuse and neglect.
- Provide intervention and treatment supports for childhood trauma like physical or sexual abuse.
- Provide ways for parents to develop better parenting skills.
- Address parental alcoholism and drug addiction.
- Provide supports to families with parents involved in crime.
- Give ongoing assistance to families at the onset of aggression and other emotional and behavioural problems in early childhood.
- Develop comprehensive programs to assist children who have low levels of mental functioning.
- Give counselling and support to families whose children have "difficult" personalities or temperaments.
- Provide adequate incomes and other supports to families who have low socio-economic status and/or are living in poverty.
- Prevent or effectively intervene with children who are at risk or experiencing school failure and/or drop-out.

STRATEGY 2

Decrease the number of children and youth who are physically and/or emotionally abused or neglected by their parents.

- Reduce parental and family stress stemming from income, housing, neighbourhood and employment issues.
- Provide additional supports for mental health and child care issues.
- Provide school-based child abuse prevention programs.
- Increase awareness and support for professionals and other adults to report abuses that come to their attention.
- Increase investment in child welfare services.
- Provide extensive professional counselling to child and adult victims of abuse, and to abusers.



Peace, safety and security

System Social

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STRATEGY 3

Prevent adolescents from declining into criminal involvement.

- Provide counselling and mentoring programs to at-risk adolescents.
- Implement effective substance abuse prevention and cessation programs.
- Initiate the development of stress management programs for adolescents.
- Focus life skills programs on self-management and how to resist social/peer pressures that promote engaging in inappropriate or risk behaviours.
- Focus on ways to increase self-esteem and perceptions of personal competence and self-efficacy.
- Fully implement stay-in-school programs and supports.
- Provide targeted educational opportunities for at-risk adolescents.
- Implement anti-racism and equality awareness/training programs.
- Use anti-bullying and conflict resolution programs.
- Provide "alternative measures" and other early diversion programs.

STRATEGY 4

Act collectively to decrease the disparities between the income levels of the richest and poorest Calgarians.

- Use a collaborative and shared investment approach among the not-for-profit sector, industry and government.
- Ensure all public sector institutions, subcontractors and non-profit sector employers adopt livable wage policies.
- Structure and adequately fund all public income benefits to enable citizens to meet their basic needs, maintain safe and adequate standards of living and save for the future.
- Establish targeted initiatives to give children from low-income families the opportunity to receive sufficient education or training that enables them to fully participate in the economy.
- Increase the overall education level among First Nations, Metis and Inuit youth, new Canadians and people with disabilities, as a means of providing these people with increased opportunities for meaningful work.

106

TARGET

By 2036, the percentage of Calgary women who have been assaulted by their intimate partners at least once in the past five years is reduced from approximately 11 per cent to three per cent.

STRATEGY 1

Improve community supports that enable women to leave or avoid violent relationships in the early stages.

- Enhance and build programs that address all women; this includes appropriate and culturally competent services that address the needs of women of all ages, with a range of abilities and disabilities and from a broad range of backgrounds and perspectives.
- Decrease the stigma associated with seeking help for abuse, and continue to decrease the stigma associated with marital breakup.
- Provide early intervention and prevention programs for teens and young adults.

STRATEGY 2

Increase the supplies of long-term second stage residential shelters and affordable housing for victims of domestic violence and their children who have left abusive relationships.



SOCIAL SYSTEM

Recreation

System Social

Goal We are continually renewed by participating in activities that refresh our bodies and minds. Active lifestyles contribute to our abilities to restore and enhance our senses of personal and community well-being.

107

TARGET

By 2036, 90 per cent of people living in Calgary report that they participate in active lifestyles that include informal and structured recreational opportunities.

STRATEGY 1

Develop and use measures to regularly report citizens' participation levels in informal and structured recreational opportunities.

STRATEGY 2

Integrate the planning and management of all public facilities that provide recreational and creative opportunities, with a view to improving public access to schools, libraries, performance spaces, parks and other public venues.

STRATEGY 3

Include parks and cultural and recreational facilities in new and existing communities, to support active lifestyle choices as important investments in wellness.

STRATEGY 4

Establish and implement a standard that requires there to be public recreational spaces for all ages within reasonable distances from all residential buildings.

STRATEGY 5

Establish ways to integrate recreation into daily life, such as through workplace recreation, walkable communities and recreation fitness programs.

STRATEGY 6

Introduce additional "neighbourhood-scale" recreational opportunities, and ensure larger regional recreational facilities are well served by alternative transportation.

STRATEGY 7

Develop and implement a wide range of options to promote walking and bicycling as healthy forms of exercise and transportation.

- Make appropriate roadway and pathway enhancements.
- Design communities to promote walking opportunities.
- Develop incentives for biking to work.
- Install bicycle racks throughout the city.
- Create "borrow-a-bike" and similar programs, used successfully in many European countries.
- Implement volunteer community snow removal programs on pathway systems.
- Create a comprehensive bike/pathway network.



Recreation

System Social

Goal We are continually renewed by participating in activities that refresh our bodies and minds. Active lifestyles contribute to our abilities to restore and enhance our senses of personal and community well-being.

STRATEGY 8

Provide a greater range of recreational opportunities outside of normal business hours and in areas where facilities are limited or not available.

- Use existing school facilities and those in decommissioned schools to provide additional opportunities for recreation activities, including physical activity.
- Develop a system of trained community volunteers who provide coaching, mentoring and other types of supports.
- Encourage beginners by providing a variety of structured activities that do not intimidate them.

STRATEGY 9

Create new living landscapes in the rural urban fringe that encourage active lifestyles.

- Develop working farms, historic sites and cultural centres to regenerate land and develop communities.
- Incorporate the best in building and landscape design and management, sustainable transportation and renewable energy.
- Develop an environmental education program that teaches the importance of the natural environment, including wetlands.

STRATEGY 10

Develop and implement physical activity strategies to engage inactive segments of the population.

- Provide low- or no-cost equipment rentals.
- Provide free or low-cost introductory programs and opportunities.
- Educate all market segments to increase awareness of the benefits of recreation.



Recreation

System **Social**

Goal **We are continually renewed by participating in activities that refresh our bodies and minds. Active lifestyles contribute to our abilities to restore and enhance our senses of personal and community well-being.**

108

TARGET

By 2036, 100 per cent of Calgarians report that they can access a range of high-quality recreational experiences, regardless of gender, socio-economic status, age, ability, religion, race, sexual orientation or heritage.

STRATEGY 1

Develop and use measures to regularly report citizens' levels of access to high-quality recreational experiences.

STRATEGY 2

Ensure public transit, pedestrian and bicycle routes provide access to every part of the city.

STRATEGY 3

Support and create recreation policies that enhance access to facilities for citizens and remove prohibitive elements like user fees, onerous scheduling and barriers concerning time, transportation, ability and culture.

STRATEGY 4

Invest in a comprehensive, affordable and accessible recreation model that includes a full range of sporting and other physical activities, provided as a public social good (such as those common in Norway and Sweden).

STRATEGY 5

Acknowledge and address age, gender, ability and cultural barriers that deter or prevent people from participating in recreational opportunities (e.g. swimming pool attire regulations inadvertently exclude people from cultures with different standards of modesty).



Relationships

System Social

Goal We participate in mutually supportive and generous relationships. Interactions are based on mutual respect: with oneself, other persons, other cultures, other beings and the larger whole of which all are a part. These healthy relationships help people understand their human, cultural, historic and natural systems.

109

TARGET

By 2036, 95 per cent of Calgarians of every age and ability report that they value and have mutually supportive relationships in several settings, such as at home, school and work and in the community.

STRATEGY 1

Develop and use measures to regularly report citizens' opinions of the importance of and levels of participation in mutually supportive relationships.

STRATEGY 2

Encourage volunteerism to create new opportunities for citizens to add to their social support networks.

- Encourage volunteer-focused organizations to link opportunities for service and other contributions with the benefits of social support.
- Encourage citizens to develop more interpersonal connections by volunteering where others are likely to have similar aspirations and philosophies.

STRATEGY 3

Ensure Calgarians have many opportunities for, and understand the importance of, linking with others who share similar hobbies and interests.

STRATEGY 4

Foster and accommodate social interaction and a range of activities in which Calgarians of all ages, abilities and backgrounds can participate.

- Design multi-use, community-based social spaces and facilities that enable social interaction.
- Develop formal and informal programs and activities that encourage people to get to know one another.

STRATEGY 5

Identify and create innovative forms of collective housing and accommodation — new forms of living together — including those for aging Calgarians, by developing best practices based on the successes of European countries.



Self-esteem

System **Social**

Goal **We are confident and satisfied. We know we are valued and respected.
We collectively understand and act upon our inner potential so we can achieve sustainable development.**

110

TARGET

By 2036, 95 per cent of children aged two to five years exhibit high levels of emotional well-being and age-appropriate levels of attention span and impulse control, as measured by the Ages and Stages Questionnaire.

STRATEGY 1

Help at-risk parents develop appropriate and effective parenting skills.

- Provide parenting instruction and ongoing support to help parents do such things as:
 - identify appropriate expectations
 - master positive discipline techniques
 - model appropriate behaviour
 - provide appropriate stimulation and instruction
 - engage in constructive play; and
 - provide opportunities to succeed with new challenges.

STRATEGY 2

Help at-risk parents maintain family and household stability and positive life courses.

- Ensure appropriate literacy initiatives are available.
- Provide opportunities for parents to obtain and maintain employment.
- Provide effective substance abuse counselling.
- Provide adequate public income and housing supports when necessary.

STRATEGY 3

Provide universal early childhood education for all Calgary children.

- Integrate early childhood education into the learning system to improve co-ordination and availability.



Self-esteem

System Social

Goal We are confident and satisfied. We know we are valued and respected.
We collectively understand and act upon our inner potential so we can achieve sustainable development.

111

TARGET

By 2036, 95 per cent of children aged six to 11 years report a high sense of self-worth, and 80 per cent of Calgary adolescents, both male and female, describe themselves as productive or potentially productive members of society, able to change themselves or their lives through their own actions, having the personal power to effect change in the world and being optimistic about their futures.

STRATEGY 1

Develop and use measures to regularly report levels of sense of self-worth in children aged six to 11 years.

STRATEGY 2

Promote positive family relationships, so children receive the support they need to build self-esteem.

- Ensure the availability of accessible parenting courses and family counselling.
- Create opportunities for family recreation, volunteering and public service.
- Provide income and housing support programs to help families maintain economic and household stability.

STRATEGY 3

Support initiatives that foster safe and caring schools.

- Deliver school-based bullying prevention/intervention programs.
- Provide conflict resolution training in schools.

STRATEGY 4

Encourage children in this age group to use their time constructively.

- Promote and enable participation in experiential learning programs.
- Encourage participation in volunteer and service learning activities.
- Enable children to easily join organized sports and recreation activities.
- Support participation in youth development organizations, arts and culture programs and other youth-oriented programs.



Sense of community

System Social

Goal We have a sense of belonging, friendship and identity within the context of our groups and neighbourhoods. We honour and celebrate diversity. We act as collective stewards of our values, traditions, institutions and the natural environment.

112

TARGET

By 2010, 90 per cent of Calgarians agree that there is a strong sense of community in Calgary, and at least 80 per cent of Calgarians report high levels of satisfaction, sense of belonging, attachment and civic pride.

STRATEGY 1

Develop and use measures to regularly report sense-of-community levels.

STRATEGY 2

Ensure the whole community of Calgary continues to develop its "Calgary identity."

- Host another event of international scope and significance that will require a major volunteer effort (like the 1988 Winter Olympics).

STRATEGY 3

Design new neighbourhoods and, over time, revitalize existing neighbourhoods to foster safety, perceptions of safety and increased social interaction among community residents.

- Develop policies that support mixed land use and restrict traffic areas.
- Provide inviting parks, playgrounds and sitting features.
- Use residential design to provide some, but not excessive, privacy.
- Include and co-locate amenities and community facilities, such as schools, health centres and community centres.

STRATEGY 4

Support community-based strategies to welcome newcomers to the community and to Canada.

- Offer community-based English-as-a-second-language and cultural transition programs to increase social inclusion and sense of belonging.

STRATEGY 5

Provide areas where Calgarians can go to connect with one another.

- Create a defining (built) feature, accompanied by a new term, to capture the essence of the European "plaza," where Calgarians can go to connect in a variety of ways (e.g. the Spanish el paseo: take a walk after dinner and be sure to find company, see and be seen).



Sense of community

System Social

Goal We have a sense of belonging, friendship and identity within the context of our groups and neighbourhoods. We honour and celebrate diversity. We act as collective stewards of our values, traditions, institutions and the natural environment.

113	<p>TARGET By 2010, 80 per cent of citizens experience a high sense of community in their neighbourhoods and affinity-related communities, as reflected by residents' reports of neighbourhood participation and volunteering, sense of belonging, neighbourliness and reciprocity, sense of efficacy, attachment, safety and voter turnout.</p>
	<p>STRATEGY 1 Provide technical, financial and organizational support to community associations and groups defined by affinity and/or geography, to build capacity and foster sense of community.</p> <ul style="list-style-type: none"> • Encourage neighbourhood improvement projects. • Enable the development of comprehensive community economic development initiatives.
114	<p>TARGET By 2010, at least 75 per cent of Calgarians report that they volunteer for the benefit of others who are outside their circles of family and friends.</p>
	<p>STRATEGY 1 Emphasize and build on the importance of volunteerism in strengthening the entire community.</p> <p>STRATEGY 2 Support incentives for those who volunteer in the wider community with non-profit organizations that need our help.</p> <ul style="list-style-type: none"> • Provide opportunities to contribute to the wider community and to network with others. • Integrate skills development initiatives into those opportunities. • Ensure access to information and other resources. • Develop ways to provide personal recognition for volunteers.