

Engagement on the Calgary Climate Strategy – Pathways to 2050: What We Heard Report

Project History

The update to the Calgary Climate Strategy – Pathways to 2050 (The Strategy) is a legislated requirement in the Calgary City Charter that requires updates every five years. Council directed that it be updated one year before business cycles to ensure climate actions are integrated into Business Unit budgets. The initial Strategy was developed in 2018, and the next update must be presented to Council by June 2022.

Engagement Overview

Engagement for the project began in September 2021 and concluded at the end of February 2022 with most engagement sessions occurring in Fall 2021. Sixteen engagement groups were created and identified as either internal stakeholders, external stakeholders, or the public. In total, 927 participants participated in the engagement sessions, representing 27 City of Calgary Business Units and 36 organizations in the Calgary community. Targeted external and internal stakeholders were also provided an opportunity to provide feedback on the first and second drafts of The Strategy. Table 1 provides a summary of engagement. Appendix 1 provides a complete list of organizations and Business Units.

Table 1: Summary of Engagement

| Name of Engagement Group | Stakeholder | Topic of Discussion | Number of Sessions | Invited participants |
|--|-------------|----------------------------|--------------------|----------------------|
| Climate Strategy Update Steering Committee | Internal | Mitigation, Adaptation | 7 | 12 |
| Privately Owned Infrastructure Cohort | Internal | Mitigation, Adaptation | 3 | 16 |
| Transportation Cohort | Internal | Mitigation | 3 | 14 |
| Waste Cohort | Internal | Mitigation | 3 | 2 |
| People Cohort | Internal | Adaptation | 3 | 14 |
| Natural Infrastructure Cohort | Internal | Adaptation | 3 | 11 |
| City-Owned Infrastructure Cohort | Internal | Adaptation | 3 | 22 |
| Indigenous Ways of Knowing | Internal | Adaptation, Climate Equity | 1 | 4 |
| Internal Equity Workshop | Internal | Climate Equity | 1 | 34 |
| Calgary Climate Panel | External | Mitigation, Adaptation | 2 | 21 |
| Calgary Climate Panel Mitigation External Engagement Group | External | Mitigation | 3 | 29 |

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|--|----------|---|-----|-----|
| Calgary Climate Panel Climate Adaptation External Working Group | External | Adaptation | 4 | 14 |
| Public Information Q and A Session (MS Teams Live Event) | Public | Climate Equity, Mitigation, Adaptation | 1 | 119 |
| External Agency Group Equity Workshop | Public | Climate Equity | 2 | 23 |
| Equity Deserving Calgarians Workshop | Public | Climate Equity, Mitigation, Adaptation | 2 | 22 |
| Online Engagement | Public | Climate Equity, Mitigation, Adaptation | N/A | 416 |
| Paper Questionnaires | Public | Climate Equity, Mitigation, Adaptation | N/A | 154 |

Targeted Internal Stakeholders

Climate Strategy Project Steering Committee

The role of the Climate Strategy Project Steering Committee is for City of Calgary senior leadership to offer advice and recommendations to the project team in support of The Strategy update. Membership is comprised of 12 manager level leaders or an assigned alternate (with decision-making powers) to represent their business unit. The following business units/services were represented: Economic Development Initiatives, Transportation, Downtown Strategy, Development Building Services, Community Planning, City & Regional Planning, Finance, Climate & Environment - Corporate Energy, Climate & Environment – Watershed & Flood, Parks & Open Spaces, Infrastructure Calgary, and Calgary Emergency Management. The Steering Committee met monthly from October 2021 to the conclusion of the project.

What We Heard Summary

At the Climate Strategy Project Steering Committee meetings, the project team presented background information regarding climate mitigation and adaptation and described the project including the scope and timelines. Discussions included the draft Themes, Focus Areas and Programs of Work. Participants asked questions and provided comments and recommendations to the project team, which were incorporated into the final Strategy. Common themes discussed include:

- **Collaboration and Communication:** Importance of communication between the project team and Steering Committee; ensuring that future work is aligned (including upcoming Council reports or City realignment changes); how each business unit can contribute to the project; the challenges of “how” to implement this work and communicate the project to Council.
- **Governance Processes:** Importance of creating a process for different business units to use a climate lens; importance of creating a process to encourage collaborating on climate actions.

- **Funding and Financial:** Incorporate climate actions into the City budget; supporting broad economic development as a community and encouraging collaboration; recommendations on how to scan administration on experience on program funding opportunities.
- **Leadership Support:** Participants to communicate to their department SME's the importance of this work and to be open to more aggressive and innovative climate solutions; how to accelerate climate actions.

Privately Owned Infrastructure Cohort

The role of the privately owned infrastructure cohort is for participants to provide advice and recommendations to the project team specifically regarding City services, programs, approvals, and regulations that apply to buildings and infrastructure that are privately owned. Privately-owned buildings and infrastructure include residential, commercial, industrial, or institutional buildings, utilities and facilities and must not be built, owned, or operated by The City of Calgary. Examples include residential houses, business/office buildings, telecommunications utilities, industrial facilities such as manufacturing and processing plants, new community developments, power lines, etc. During the cohort meetings, participants advised the project team on program scope, outcomes, and direction according to their individual expertise, identified any critical gaps, and helped draft actions required to meet program objectives and Council goals. Participants will report back to their teams and will start to build the aligned programs into their workplans and budgets. The scope of this cohort included work regarding both the Adaptation Plan and Mitigation Plan. Membership consisted of 16 internal subject matter experts at The City of Calgary representing the following business units/services: Environment & Safety Management, Resilience and Infrastructure Calgary, Corporate Analytics and Innovation, Calgary Building Services, Calgary Growth Strategies, Calgary Communication Standards, Calgary Housing, Community Planning, and Calgary Approvals. The privately owned infrastructure cohort had three workshop style meetings in Fall 2021. Feedback was also requested by email on the draft mitigation framework and the draft plans in January, February 2022.

What We Heard Summary

At the privately owned infrastructure cohort meetings, participants asked questions and provided comments and recommendations to the project team, which were incorporated into the final Strategy. A mural board was used to capture feedback. Discussions included defining the programs of work for improving climate resilience of newly built or existing private sector buildings and subsidized housing. Common themes discussed include:

- **Levers and mechanisms to influence privately-owned infrastructure** including education; capacity building; financial incentives; and regulation.
- **Financial incentives:** Options for providing financial incentives (like the Resilient Roof rebate program); how to implement incentive programs; limitations of financial incentives (e.g. equity of access, impacts to housing supply/prices, short-term efficacy); discussions on how to measure progress through KPI's; importance of completing a cost-benefit analysis and embodied energy/lifecycle considerations.

- **Regulations:** Provided suggestions including building code amendments in alignment with provincial/federal building code; development of design standards for buildings and communities; taxes on construction waste and demolition materials; mandatory Rental Unit Energy Ratings; certified Energy Performance Verification; mandated Energy Rating Publications; Climate Ready Apartment/Condo Guide, etc.
- **Jurisdiction challenges and other implications:** identified jurisdiction challenges including limitations with provincial and federal policy and jurisdictional control on major building projects or residential homes that are not city-owned, including renters who do not own their property; identified other challenges including maintaining and shifting technology changes and the increase in insurance costs for resilient homes; importance of weighing increased costs of construction or retrofit against climate risk (adaptation).
- **Education and advocacy:** provide training and promote cost savings for stakeholders (e.g. building industry, large property owners, etc.); engagement with external stakeholders (property owners, builders, development industry, provincial and federal government, etc.) early in the planning process; facilitate group purchasing of resilient materials and consider vetting/certification process for contractors.
- **Affordable housing solutions:** Affordable housing should include low market rentals and people living in poverty; apply a specific affordable housing lens; incorporate urban design; offer high incentives and funding programs for proposals with equitable housing components; encourage downtown office building conversions as a climate resilient affordable housing solution. Also discussed the importance of weighing costs-per-unit against climate resilience requirements to protect project viability. Energy audits and climate risk assessments as a method of assessing housing climate-readiness (specifically for City-owned or City operated affordable housing projects).

City-Owned Infrastructure Cohort

The role of the City-owned infrastructure cohort is for participants to provide advice and recommendations to the project team specifically regarding the development/redevelopment, operation, and maintenance of City-owned infrastructure. City-owned infrastructure includes City owned or operated buildings, roads, bridges, and City facilities. Examples include recreation facilities, parks, roads, waste and recycling facilities, City office buildings, transit facilities, etc. During the cohort meetings, participants advised the project team on program scope, outcomes, and direction according to their individual expertise, identified any critical gaps, helped draft actions required to meet program objectives and Council goals. Participants will report back to their teams and will start to build the aligned programs into their workplans and budgets. Membership consisted of 22 internal subject matter experts/leaders at The City of Calgary representing the following business units/services: Environment & Safety Management, Resilience and Infrastructure Calgary, Corporate Analytics and Innovation, Calgary Communication Standards, Transportation Planning, Facility Management, Supply Management, Corporate Budget Office, Waste – Recycling Services, Real Estate and Development Services, Calgary Recreation, and Calgary Neighborhoods. The City-owned infrastructure cohort had three workshop style meetings in Fall 2021. This cohort focused on climate adaptation only as the climate mitigation City-owned infrastructure content was covered by the Corporate GHG and Energy Plan working group.

What We Heard Summary

At the City-owned infrastructure cohort meetings, participants asked questions and provided comments and recommendations to the project team, which were incorporated into the final Strategy. A mural board was used to capture feedback. Discussions included defining the programs of work under the Focus Areas of Climate Resilient City-Owned Infrastructure for the Adaptation Plan. Common themes discussed include:

- ***Metrics, Indicators, and Targets:*** need to develop tools and expertise to complete the lifecycle cost analysis for City-owned buildings and other built assets; align timeline of retrofits with lifecycle of building components; determine KPI's for climate resilience; details on how we are measuring and defining resilience.
- ***Governance Processes:*** clarification of internal roles when creating tools and assessments; centralize the funding model for climate resilience measures for City infrastructure; need to have technical internal and external training; integrate climate resilience requirements into corporate investment decision making tools.
- ***Funding Climate Resiliency:*** how to add climate into the budget cycle; how much money should be dedicated or required for climate resilience; how to make funds available for resiliency; how to capture the funding gaps; how resiliency spending will impact external funding sources (e.g. grants, other orders of government, etc.); leveraging other sources (e.g. the insurance industry) for funding; logistics and challenges of changing from a separate fund to an integrated fund; need to ensure capital investment requests include estimates for any incremental climate resiliency costs.
- ***Climate Risk Assessment:*** need to expand climate risk-assessments to additional City-owned buildings on a priority basis; how to streamline risk assessments; learn from early climate risk assessments to establish performance targets and best practices.
- ***Developing Standards & Guidelines:*** Suggestions for new standards, guidelines and regulations were provided; difficulty that many infrastructure/development standards and guidelines are developed by the province or federal government; suggestions for different regulations/rules for building types/locations; need to differentiate passive vs. climate resilient strategies.

Transportation Cohort

The role of the transportation cohort is for participants to provide advice and recommendations to the project team specifically regarding the transportation sector. Participants advised the project team on program scope, outcomes, and direction according to their individual expertise, identified any critical gaps and helped draft actions required to meet program objectives and Council goals. Participants will report back to their teams and will start to build the aligned programs into their workplans. The scope of this project is to determine how The City of Calgary can provide transportation services and infrastructure so citizens can reduce their greenhouse emissions, and how land-use planning decisions will affect emissions in Calgary. Membership consisted of 14 internal subject matter experts at The City of Calgary representing the following business units/services: Environment & Safety Management, Sustainable Strategy, Community Planning, Transportation Planning, Calgary Growth Strategies, and Calgary Transit. The transportation cohort had three workshop style meetings in Fall 2021.

What We Heard Summary

At the transportation cohort meetings, participants asked questions and provided comments and recommendations to the project team, which were incorporated into the final Strategy. A mural board was used to capture feedback. Discussions included defining the milestones for 2030 and 2050 and defining the priority of work for the Mitigation Plan. Common themes discussed include:

- ***Metrics, indicators and targets:*** Use vehicle kilometers traveled (VKT) as a metric; include targets for the number of public infrastructure charging stations; set ambitious 2030 and 2050 targets; set clear metrics and priority work so we do not need to go to Council to make any changes.
- ***Solutions to encourage and support low carbon transportation:*** Build new infrastructure (e.g. bike racks that prevent theft of expensive electric bikes); improve existing public transit services (e.g. increasing operating hours, providing additional protection, and heating to bus stop shelters, etc.); reduce parking minimums in lieu of adding EV charging stations; advance vehicle charging stations by requiring building retrofits include EV charger installations; require that new homes have EV charging capabilities; financial incentives for purchasing EV vehicles or through construction standards, security and land use bylaws; look at the return on investments when determining GHG reductions.
- ***Collaboration with stakeholders:*** Integrate policies at The City to help elevate climate action; work with logistics and delivery service companies such as Amazon; collaborate with the Government of Alberta and Regional Partners (Rockyview/Foothills).
- ***Land Use Planning:*** Encourage people to live closer to where they work and create a walkable city (i.e. the 15-minute community); walking and wheeling; green belt/natural infrastructure belt; commitment to invest in established areas (i.e. dedicated public realm cycling); understanding how an increase in remote work and more people moving to remote locations with larger homes will impact transportation emissions;
- ***Proposed language/name changes:*** Focus Area changed from “Zero Carbon Mobility” to “Low Carbon Mobility” and Program of work changed to from “zero emission vehicles” to “low emission vehicles”.

Waste and Consumption Cohort

The role of the waste and consumption cohort is for participants to provide advice and recommendations to the project team specifically regarding the waste sector. Participants advised the project team on program scope, outcomes, and direction according to their individual expertise, identified any critical gaps and helped draft actions required to meet program objectives and Council goals. Participants will report back to their teams and will start to build the aligned programs into their workplans. The scope of this project is to determine how The City of Calgary can provide waste and recycling programs and services so citizens can reduce their greenhouse gas emissions, both by reducing the generation of waste and by improving waste diversion from landfills. The structure of this cohort was slightly different in that Waste and Recycling Services requested that the program team meet with two people who would relay information back to the business unit. The waste and consumption cohort had three meetings in Fall 2021.

What We Heard Summary

At the waste and consumption cohort meetings, the project team presented background information regarding climate mitigation, and discussed waste-specific targets, indicators, priority work and actions. Participants asked questions and provided comments and recommendations to the project team, which were incorporated into the final Strategy. Discussions included defining the milestones for 2030 and 2050 and defining the priority of work for the Mitigation Plan. Common themes discussed include:

- ***Inclusion of waste and consumption in the climate mitigation plan:*** given the relatively small impact of waste emissions in the city-wide inventory, the cohort discussed if waste and consumption should be included as a theme in the plan.
- ***Metrics, indicators and targets:*** Align targets and metrics to the goals that waste and recycling are setting.
- Proposed language/name changes.
- ***Program pathways and actions:*** Align to the strategy and workplan already underway in waste and recycling. Support keeping the pathways and actions high-level to allow for flexibility in implementation.

People Cohort

The role of the people cohort is for participants to provide advice and recommendations to the project team on climate-related impacts to Calgary communities and people, especially in regard to community equity and vulnerability. Participants advised the project team on program scope, outcomes, and direction according to their individual expertise, identified any critical gaps and helped draft actions required to meet program objectives and Council goals. Participants will report back to their teams and will start to build the aligned programs into their workplans. Membership consisted of 14 internal subject matter experts at The City of Calgary representing the following business units/services: Calgary Growth Strategies, Calgary Communication Standards, Calgary Housing, Calgary Neighborhoods, Environment and Safety Management, Calgary Recreation, Resilience, and Infrastructure Calgary. The people cohort had three workshop style meetings in Fall 2021.

What We Heard Summary

At the people cohort meetings, participants asked questions and provided comments and recommendations to the project team, which were incorporated into the final Strategy. A mural board was used to capture feedback. Discussions included defining the programs of work under the Focus Areas of Public Health, Safety and Security, Employee Health and Safety, and Community Vulnerability and Resilience. Common themes discussed include:

- ***Identifying vulnerable people:*** the need to identify and clearly define what makes individuals vulnerable to climate change (e.g. Indigenous people, language barriers, health and mental health, social, geographic, and financial barriers, low income, etc.); understanding that vulnerability can be impacted by actions and resources and can change over time.
- ***Vulnerability challenges:*** understanding the challenges vulnerable people experience (e.g. multiple jobs, low education, language barriers, renting homes, time, childcare, some are unaware of their challenges, etc.); defining relevant intersecting disasters (e.g.

natural disasters, COVID-19) that compound vulnerability; importance of addressing the root cause of inequality that move people in and out of vulnerability.

- **Collaboration:** Determined internal and external stakeholders to collaborate with including: CEMA, Calgary Neighborhoods, social workers, non-profit organizations, Calgary Local Immigration Partnership, Vibrant Communities Calgary, religious communities, etc. Discussed the importance of The City filling in gaps from private sector/NGOs.
- **Engagement and communications:** importance of communicating in different languages and accessible modes of communication; understanding how communities connect with The City of Calgary (e.g. 311) but also how we communicate out to them; encourage alignment with internal groups and business units who are already working with communities and vulnerable groups; importance of identifying outcomes before you start engaging; criticality of meeting people ‘where they are’.
- **Indigenous engagement:** importance of building and repairing relationships with Indigenous communities; understanding their different cultures and languages, identifying local Indigenous climate change experts; resources for proper engagement and delivery.
- **Tools and processes:** incorporating the Calgary Equity Index as a tool in addition to the CCRI; completing community risk profiles for all communities; leveraging current programs that work with vulnerable communities to help achieve mutual goals.

Natural Infrastructure Cohort

The role of the natural infrastructure cohort is for participants to provide advice and recommendations to the project team specifically on natural infrastructure. Natural infrastructure includes a range of assets from natural through engineered which rely on ecological and hydrological processes to provide municipal, ecosystem, and societal services as well as resilience benefits. Participants advised the project team on program scope, outcomes, and direction according to their individual expertise, identified any critical gaps, and helped draft actions required to meet program objectives and Council goals. Participants will report back to their teams and will start to build the aligned programs into their workplans. Membership consisted of 11 internal subject matter experts at The City of Calgary representing the following business units/services: Calgary Parks, Resilience & Infrastructure, Infrastructure Services, Transportation, Water Resources, and Environment & Safety Management. The natural infrastructure cohort had three workshop style meetings in Fall 2021.

What We Heard Summary

At the natural infrastructure cohort meetings, participants asked questions and provided comments and recommendations to the project team, which were incorporated into the final Strategy. A mural board was used to capture feedback. Discussions included defining the programs of work under the Focus Areas of “preserve and restore natural infrastructure”, “build and maintain natural infrastructure”, and “value natural infrastructure”. Common themes discussed include:

- **Scope of natural infrastructure:** the need to align climate programs and projects with priority areas that have already been identified as being important from an ecological

perspective; recommendation that access to green space and equity is referenced in the scope of the natural infrastructure work; prioritized actions or programs with the highest potential for achieving goals and/or being in the budget cycle (as part of this update); described the importance of conservation and how it is easier than restoration (less expensive and time sensitive).

- **Funding for natural infrastructure:** identified funding gap for protection and restoration of natural infrastructure; current funding for parks maintenance, road site naturalization, watershed protection and riparian restoration have separate funding mechanisms tied to locations and outcomes – discussed the need to either centralize or at least align funding to ensure protection for priority conservation areas; habitat restoration is largely unfunded and the need for restoration is often met through maintenance funding which is not effective or adequate for long term protection
- **Value of natural infrastructure:** the financial service value of natural assets must be considered at the planning, purchasing, building and management/maintenance of all new and existing developments (City and privately owned); natural infrastructure is holistically valued differently financially; include a return on investment for natural infrastructure; calculate the risk of inaction; the need to recognize the ecological functions provided by natural infrastructure as a City asset similar to built assets to ensure proper valuation and protection.
- **Coordination and collaboration of work:** stronger coordination would improve overall restoration outcomes; importance of defining processes and how natural infrastructure is used in planning; integrate the value of natural infrastructure into the decision-making process; discussed supporting business units that will help with this work.
- **Regulations:** contribute to the development of standards for natural infrastructure; create landscape guidelines for private/school board and city-owned land; ensure alignment with provincial regulations especially regarding wetland policy, flood mapping and biodiversity targets.

Targeted External Stakeholders

Calgary Climate Panel

The Calgary Climate Panel is an external advisory group with a mandate to provide strategic advice and recommendations on climate change initiatives and opportunities to City of Calgary Administration. The Climate Panel consists of 21 members representing different Calgary organizations and meets on a quarterly basis. A full list of organizations represented at the Calgary Climate Panel is in Appendix 1. The September and December 2021 Climate Panel meetings were dedicated to engaging the Calgary Climate Panel on The Strategy. The Climate Panel was also further engaged through two of their working groups: Climate Panel Adaptation Working Group and the Climate Mitigation Engagement Working Group. The Climate Panel also provided comments and feedback on the first and second drafts of The Strategy.

What We Heard Summary

At the September and December 2021 Calgary Climate Panel meetings, Climate Panel members provided feedback and recommendations on the proposed Themes, Programs and

Big Moves for the Mitigation Plan and Adaptation Plan, which were incorporated into the final Strategy. Common themes included:

- **Name and language:** provided several recommendations for the naming, scope and direction of the Themes, Focus Areas and Programs of Work for the Adaptation Plan and Mitigation Plan, including the recommendation to create a portfolio of actions for each Program of Work.
- **Goals, Metrics, Milestones:** recommended using the year 2005 as the baseline when setting Calgary's net zero target in order to align with the Federal government's goal; importance of creating clear greenhouse gas emission reduction targets; ensure Mitigation Plan is aligned to net zero; provided recommendations on what the milestones (targets) should be for 2030 and 2050; recommended quantifying methane emissions; caution against reliance on carbon offsets to achieve final greenhouse gas reductions to net zero.
- **Climate Mitigation Modelling:** discussed what factors were considered and should be considered in determining Calgary's greenhouse gas emissions modelling; recommend that The City of Calgary share its modelling results with other stakeholders and the public.
- **Financial Costs of Climate Action:** include the full cost-benefit analysis when calculating and prioritizing climate actions; include the costs of inaction; importance of determining the costs and timelines for each action
- **Collaboration:** recommendation to leverage industry, academic, and other partnerships in implementing the climate actions; coordinate mitigation and adaptation actions to avoid duplication or contradiction; ensure alignment with provincial and federal standards (e.g. building code); importance of understanding and clarifying what role the Climate Panel, other groups and the public have to help The City of Calgary move this work forward.
- **Additional Recommendations and Discussions:** When creating the carbon budget, create a global equity tool that seeks a fair share of emission reductions; ensure regulations for building retrofits apply to both new builds and existing residential buildings not to influence the housing industry and market prices; include capacity building as part of the infrastructure actions; focus on critical infrastructure to protect against climate impacts; determine the challenges of climate resilience (e.g. increase in insurance premiums for people who live in floodplains, etc.); leveraging the Municipal Development Plan; stressed the urgency and importance of climate action.

Calgary Climate Panel Mitigation Engagement Working Group

The Mitigation Engagement Working Group is a sub-group of the Calgary Climate Panel and was created on a temporary basis with the purpose of further engaging the Calgary Climate Panel and other external stakeholders on the Mitigation Plan. The group consisted of nine Climate Panel members and 20 additional external stakeholders, with each participant representing their organization. A full list of organizations is provided in Attachment 1. The Mitigation Engagement Working Group had three workshop style meetings from October 2021 to January 2022 and provided feedback on the first and second drafts of The Strategy.

What We Heard Summary

During the workshops, City of Calgary Administration presented an update on the Climate Strategy and Mitigation Plan, including most recent greenhouse gas modelling predictions. This was followed by interactive workshops where participants provided feedback and recommendations on the proposed Themes, Programs and Big Moves for the Mitigation Plan, which were incorporated into the final Strategy. A mural board was used to record feedback. Common themes included:

- ***Prioritization of Focus Areas and Priority Actions:*** recommended priority actions and identified solutions for each priority action and focus area; provided recommendations on what the milestones (targets) should be for 2030 and 2050; recommended that definitions be created for “net-zero”, “retrofits”, “energy poverty”, “green”, “decarbonized” and “EV ready” to provide additional clarity; importance of setting the tone and creating buy in from all Calgarians; recommendation to identify “who” and “what sector” will be impacted by each climate action.
- ***Collaboration:*** provided examples of other municipalities and regions that Calgary should contact/research; recommendation to create potential partnerships and collaborate with the Province, First Nations, industry partners; recommendation to leverage other provinces and regions; recommendation for public engagement and training.
- ***Incentives:*** Recommended several incentives including free electric vehicle charging stations, solar panels, incentivizing high-density re-development, small appliances used during off peak usage, and when exceeding building standards; recommended penalties for demolishing vs renovating and the need to have less cars on the road, not just incentivizing a switch to a different kind of car.
- ***Implementation challenges:*** discussed challenges including resistance from those who do not believe in climate change or the climate policy; how to maintain net zero over time; energy storage challenges; connection to district energy challenges; how climate goals can discredit ATCO; how to accommodate and grow the electricity grid/infrastructure so it doesn't overload the system; what to do with alternative uses for existing infrastructure (e.g. gas stations); the capacity to achieve the number of retrofits annually; how to balance costs while ensuring effective solutions.
- ***Equity and energy poverty:*** Defining vulnerable groups and geographic regions; creating actions that will benefit the whole community and ensure equitable access to tools; recommendation to retrofit and add solar panels to affordable housing; understand the causes of energy poverty; provide grant opportunities for low income consumers.
- ***Solutions for new Regulations:*** Provided solutions to new regulations including: amending the building code, alignment with certification standards (e.g. LEED, Energy Star), create a process to allow for technological advancements, for every \$1 spent on a road must include an automatic % designated for green infrastructure; discussion on the need for The City of Calgary to collaborate with partners when creating new regulations and incentives; discussed the challenges of The City of Calgary creating its own building code (e.g. duplication of efforts with other levels of government) and not having jurisdictional authority over some regulations; ensure regulatory advocacy from utility service providers; discussions on other how other energy sources can play a role in climate action (e.g. hydrogen, nuclear, methane).

Calgary Climate Panel Climate Adaptation Working Group

The Climate Adaptation Working Group is a sub-group of the Calgary Climate Panel with the goal of advising City of Calgary Administration on the reduction of climate risk to Calgarians, the business community and public assets, as well as the building of a climate-resilient City that attracts investment, and advances public and private climate risk management. The working group consists of 14 external members that each represent their organization. A full list of organizations is provided in Appendix 1. The group met in October and December 2021, and again in February 2022 for the purpose of further engaging the Climate Panel on the Adaptation Plan. This group also provided feedback on the first and second draft of The Strategy.

What We Heard Summary

During the workshops, City of Calgary Administration presented an update on The Strategy. This was followed by two half day interactive workshops where participants provided detailed feedback and recommendations on the proposed Themes, Programs and Key Actions for the Adaptation Plan. In the final workshop, the working group was given the opportunity to provide final recommendations on the Climate Strategy and Climate Adaptation Plan. Those recommendations were incorporated into the final Strategy. A mural board was used to record feedback. Common themes included:

- **Name and language:** provided several recommendations for the naming, scope and direction of the Themes, Focus Areas, Programs of Work and Key Actions for the Adaptation Plan.
- **Key Actions:** participants identified whether they agreed or disagreed with the proposed key actions for each Program of Work. They also identified if there should be any additional key actions, or if any should be deleted or changed. The group came to an agreement on the final key actions.
- **KPIs:** Participants identified Key Performance Indicators (KPIs) for each Program of Work and provided recommendations on how City Administration could measure progress toward plan objectives.
- **Roles and Responsibilities:** For each Program of Work, participants identified the roles and responsibilities of City of Calgary stakeholders and external agencies and groups that can support this work.
- **Climate Strategy:** The group provided high level recommendations on The Strategy in terms of overall scope, vision, and goals. The group was asked whether they supported the overall strategic direction of the strategy.

Indigenous Ways of Knowing in the Climate Adaptation Plan

The City of Calgary Climate Adaptation team met with Indigenous Relations Office (IRO) of City of Calgary and Lorna Crowshoe with the City Manager's office in December 2021 to discuss and better understand Indigenous perspectives. Common themes included:

- Understanding how land, food gathering, way of life, culture, are all tied to climate adaptation
- Indigenous peoples have feelings of grief and fear over lack of access to important traditional ways of life due to climate change

- Recognition of the importance of relationship-building between The City and its neighboring Indigenous communities in addition to Indigenous Peoples residing within Calgary, and the need for improving communications with those neighbors.
- The concept of climate vulnerability or vulnerability in general is not supported by Indigenous communities, who have unique knowledge, needs and perspectives. Indigenous perspectives should be referenced separately from narratives related to equity deserving and or vulnerable populations.
- Recommendation that all City of Calgary leaders participate in Indigenous training.
- Recommendation to expand Calgary's Adaptation actions to support reserve communities.
- Importance of recognizing and reflecting Indigenous world views in future updates to the Climate Strategy in a way that is collaborative with Calgary's Indigenous communities and neighbors, and respectful of Indigenous culture and cultural ownership.
- Indigenous world view is complex and vast. Engagement will take time and we need to be mindful and respectful. This work is a long, ongoing journey and it takes time to build relationships and trust. Some Indigenous people may not be ready to engage with The City of Calgary at this time. Importance of building trust before engaging.

An Indigenous consultant was retained to provide the following support for The Strategy:

1. Literature review of the intersection of climate change and indigenous knowledge and practices including approaches to future engagement and consultation with Indigenous communities;
2. Provide training to City of Calgary leadership on Indigenous World View and the intersection of climate change; and
3. Review and feedback on draft Calgary Climate Strategy from perspective of Truth and Reconciliation.

General Public

Climate Equity

The engagement process focused on strategic tactics and communication to ensure that we successfully heard from equity deserving Calgarians, who we do not hear from as often in City engagement projects. As a result, a diversity of voices, perspectives and ideas were collected. Equity focused engagement sessions included an Internal Equity Workshop, two External Agency Group Equity Workshops, two Workshops for Equity Deserving Calgarians, an External Public Information Session, and Online Engagement. The complete What We Heard report from the Engage Resource Unit can be viewed [here](#).

This engagement provided a high-level view of equity considerations and further engagement must be undertaken to ensure the nuances of impacts and barriers experienced by diverse groups of Calgarians are carefully considered in the design and implementation of climate actions. Engagement completed to date has illustrated that equity deserving Calgarians overwhelmingly desire greater choice, autonomy and support as they face climate change related issues. Improved transit, lowered energy costs, affordable solutions, improved access to green space, and opportunity to share their experience will enhance their resilience. The engagement process also revealed that some Calgarians lack empathy and understanding for those experiencing climate-related inequity, and efforts must be undertaken to help the public understand that a more equitable Calgary results in collective benefits for all Calgarians.

It is important to recognize that climate-related inequity is driven by larger issues of systemic inequity within our city and society. The increased vulnerability of equity deserving groups to climate change is driven in large part by inequitable access to affordable and high-quality housing and transportation. Climate-equity cannot be addressed in isolation and should be considered as part of the City's broader efforts to reduce inequity in our services and operations. Efforts to address inequity should focus on the following:

- *Improving time freedom:* This refers to an individual's available time to participate in climate action or increase their quality of life. Increased travel time, the need to work multiple jobs to afford rent, and being a single parent all result in reduced time freedom.
- *Increasing transportation access and reducing disruption:* Equity deserving individuals report increased issues related to transportation and disruption during severe weather events. This impacts their ability to get to work and school and presents a safety issue when faced with evacuation.
- *Increasing home upgrade agency and benefit distribution:* Many equity deserving individuals rent their home and therefore are not able to make decisions about their home or even have a choice about the building standard in which they can afford. Additionally, the benefits of reduced utility bills are not always transferred to the renter and in some cases the cost to rent is increased to pay for the investment.
- *Increasing program eligibility:* Many renters and condominium owners do not have programs available that are designed to benefit them specifically when it comes to emission reducing home upgrades.
- *Improving affordability:* Many climate actions are just not affordable for many Calgarians- regardless of income level. Some climate actions, like taking public transportation, can also add additional burdens that need to be overcome to achieve equity.

Conclusion

The City of Calgary would like to thank all participants and organizations for taking the time to participate in the engagement sessions and for providing honest feedback and recommendations. The City of Calgary received a significant amount of information from each engagement session and has assessed all inputs and incorporated feedback where appropriate into The Strategy.

Appendix 1: Engagement Participants

Calgary Climate Panel Participating Organizations

Includes the Adaptation Working Group and Mitigation Engagement Group

- 3DphC
- Alberta Council for Environmental Education
- Alberta Ecotrust
- Alberta Environment and Parks
- Alberta Health Services
- ATCO Gas
- Atlantica
- Avalon Master Builder
- BILD Calgary Region
- BOMA
- Brookfield Residential
- Built Green Canada
- Calgary Airport Authority
- Calgary Board of Education
- Calgary Chamber
- Calgary Climate Hub
- Calgary Construction Association
- Calgary Economic Development
- Canada Green Building Council
- ENMAX Energy
- ENMAX Power
- Fuse Collective
- Indigenous Community (City representative)
- Insurance Bureau of Canada
- Intact Insurance
- NAIOP
- Peaks to Prairies (CEA)
- Siemens Canada
- Solar Homes Inc.
- University of Calgary
- University of Waterloo
- Urban Systems
- WSP Canada
- Youth Community
- Zs2 Technologies

Invited City Departments / Business Units:

- Affordable Housing
- Calgary Approvals Coordination
- Calgary Building Services
- Calgary Emergency Management Agency
- Calgary Fire Department
- Calgary Growth Strategies
- Calgary Neighborhoods
- Calgary Parks
- Calgary Transit
- Community Planning
- Community Growth Strategies
- Corporate Analytics and Innovation
- Corporate Initiatives
- Environmental and Safety Management
- Facility Management
- Finance
- General Managers Office
- Law
- Real Estate and Development Services
- Recreation
- Resilience & Infrastructure Calgary
- Supply Management
- Sustainability Strategy (Transportation)
- Transportation Infrastructure
- Transportation Planning
- Waste & Recycling Services
- Water Resources
- Water Services

External Social Service and Community Organization Workshop Participants:

- Vibrant Communities Calgary
- John Howard Society
- The Colour Factor
- Caribbean 50+ Group
- Women's Centre Calgary
- Sagesse
- Alberta Ecotrust
- Scenarios to Strategy Inc
- Calgary Immigrant Women's Association
- Silvera for Seniors
- Alberta Indoor Comfort
- Immigrant Services Calgary
- Kambo Energy Group and Empower Me
- Rise Calgary Resource Centres
- United Way
- Vecova
- Climate Hub/ Fair Calgary Community Voices