

Single-Use Items Reduction Strategy



Table of Contents

Background and Goals	3
Key Considerations.....	5
Scope and Approach	7
Legal Authority	11
Implementation.....	11
Success Measures	12
Appendix A: Jurisdictional Scan	13
Appendix B: Summary of Stakeholder Engagement.....	15
Appendix C: Risk Assessment.....	17
Appendix D: Single-Use Items Reduction at City Hosted Events	18

Background and Goals

A single-use item (SUI) is designed to be used only once before being thrown away. They are made from a range of materials including conventional plastics, compostable or biodegradable plastics, fibre (such as wood or paper) and aluminum. Some of these items serve valuable functions, such as storage and transportation of food, but many are unnecessary and frequently provided for convenience (e.g. single-use shopping bags, utensils, straws and napkins).

The City of Calgary has developed a single-use items reduction strategy in order to reduce the life cycle environmental impacts of single-use items (from raw material acquisition through manufacture, distribution, product use and disposal). Calgarians can have a positive impact by refusing unnecessary single-use items, choosing reusables when possible, and properly disposing the single-use items they use.

We have used input from Calgarians to develop, shape and refine our approach. As a result, the proposed strategy builds on what residents and businesses are already doing. It is a made for Calgary solution that meets Calgarians where they are at.

Waste & Recycling Services is committed to enabling Calgarians to waste less and conserve more resources. This strategy is an important tool to help Calgarians move towards zero waste through a focus on preventing and reducing waste, and encouraging reuse.

The Government of Canada has published Regulations¹ that will prohibit the manufacture, import and sale of six categories of single-use plastics. Without a focus on reduction, however, single-use plastics are likely to be replaced with single-use items made from other materials. The Federal government has analyzed the likelihood of substitution with alternate materials for each single-use plastic item subject to regulations. If waste reduction is not addressed, the estimates for substitution range from 85 percent to 100 percent (except for plastic straws as there are exemptions)². Single-use items that are not challenging to recycle or for which there are no viable alternatives do not meet the criteria for federal action. While some single-use items can be recycled or composted, they are frequently disposed of as waste or as litter, and often there are reusable options.

The focus of the single-use items reduction strategy is on reducing waste from single-use items independent of composition – not simply replacing single-use plastic items with single-use items made from other materials (even if they are recyclable or compostable). Eliminating the use of unnecessary single-use items and replacing needed single-use items with reusable options is the fundamental goal.

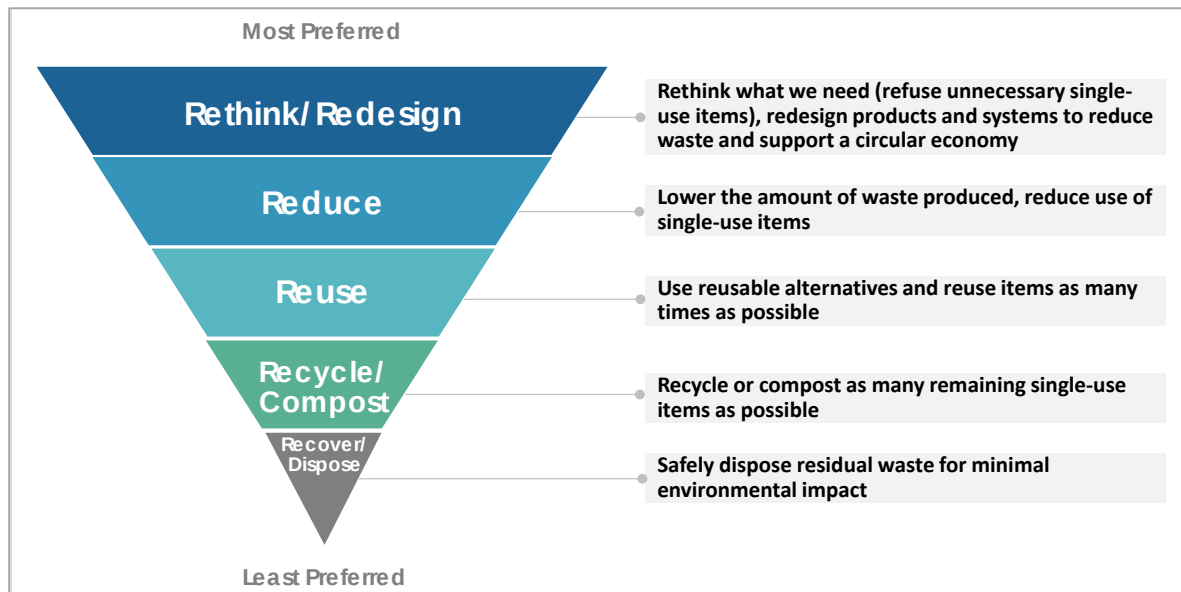
The proposed strategy directly supports the 2021 Environment Strategy, and it also supports the waste reduction Program Pathway outlined in the proposed 2022 Calgary Climate Strategy. This pathway takes a proactive approach to climate change mitigation by reducing the amount of waste that is created in the first place.

¹ [Single-use Plastics Prohibition Regulations \(justice.gc.ca\)](https://www.justice.gc.ca/eng/133/133-101/133-101-eng.html)

² [Canada Gazette, Part 1, Volume 155, Number 52:](#)

The prioritization of rethinking our need for single-use items, preventing and reducing waste, and reuse over substitution is reflected in The City's zero waste hierarchy.

Figure 1: The City of Calgary Zero Waste Hierarchy (applied to single-use items)

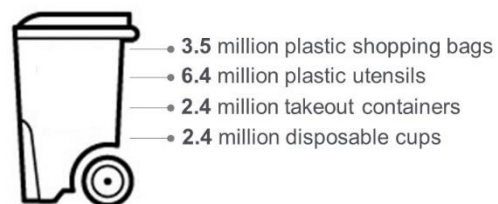


Calgarians have told us they care about waste reduction and think The City should play a role in reducing waste. Most Calgarians agree they want to live in a city that is a leader on the environment and sustainability (73%), and agree it is important for The City to take an active role in enabling waste reduction (81%). The majority (75%) also agree single-use items are harmful to the environment. Further, nine-in-ten Calgarians (91%) think The City should play a role in reducing waste from single-use items, with providing education and outreach, and developing regulations for businesses the top two roles³.

Approximately 3.5 million plastic shopping bags, 6.4 million plastic utensils, 2.4 million takeout containers and 2.4 million disposable cups are thrown away in the residential and commercial garbage streams every week⁴.

Millions more are discarded in public garbage bins or as litter.

Single-use items disposed of as garbage each week in Calgary...



Life cycle environmental impacts of single-use items (from raw material acquisition through manufacture, distribution, product use and disposal) include greenhouse gas emissions, air pollutant emissions, water use, habitat damage, and water pollution.

³ 2021/2022 Waste Reduction Survey

⁴ 2019 City of Calgary Multi-Sector Waste Composition Study and 2020 Metro Vancouver Waste Composition Study

The extraction of raw materials for single-use items uses valuable natural resources, and the production, packaging, transportation and disposal of these items uses energy and water, and results in greenhouse gas emissions.

When discarded as litter or leaked into the natural environment, single-use items threaten the health of our wildlife, ecosystems and water bodies.

In some cases, high levels of substitution with resource-intensive alternatives to single-use plastics could result in higher environmental impacts. For example, paper bags have higher greenhouse gas emissions than plastic bags due to material extraction, energy used in production process and additional fuel used to transport heavier bags. Further, paper bags that end up in landfills release methane – one of the most potent greenhouse gases – as they break down.

Promoting reusable products, reducing the use of single-use products, and ensuring the lowest impact end-of-life scenario (e.g. recycling or composting over litter or landfill) will lower the environmental footprint of single-use plastic products and their alternatives.

Preventing and reducing waste from single-use items also has economic and social benefits.

- It reduces costs to businesses to purchase and dispose of these items and creates opportunities for innovation and new businesses (e.g. deposit return systems for reusable takeout containers, cups, or reusable totes/containers for grocery delivery). It may reduce costs to The City for litter clean up and collecting waste from public spaces.
- It makes Calgary a more attractive place to live and increases Calgary's reputation as an environmentally friendly city.

Key Considerations

In developing a strategy and evaluating options, Administration considered numerous criteria and five key considerations emerged.

Mitigate costs to Calgary businesses and create a level playing field. Due to the COVID-19 pandemic as well as the economic downturn prior to the pandemic, many Calgary businesses are struggling and are concerned about the increased costs of non-plastic alternatives. Mitigating any sudden shocks and costs is critical. Businesses emphasized the importance of fairness and a level playing field; that is, all businesses should do and/or be required to follow the same rules. These two considerations have influenced Calgary's approach.

Support businesses and citizens through the transition. The City is committed to supporting businesses and citizens through the transition to the new federal and municipal requirements. We will focus on increasing awareness and providing education and support to both businesses and citizens.

For businesses this may include best practice guides (e.g. suggested alternatives), toolkits, printable signage, till toppers, social media kits and public education materials (e.g. fact cards, customer Q&As). Broad education and outreach aimed at all Calgarians will focus on explaining why preventing and reducing waste from single-use items is important, how the requirements will affect them, and ways they can reduce their reliance on single-use items.

Minimize negative impacts on equity-seeking groups. The single-use items reduction strategy was informed by equity analysis (adapted from Gender Based Analysis Plus (GBA+) created by the Government of Alberta) and considered a number of identity factors including disability, socioeconomic status, gender identity, and age. The City's Advisory Committee on Accessibility and Social Wellbeing Advisory Committee provided guidance and input into the strategy.

Minimize the impact of single-use items on City operations. Some alternatives for the single-use items being banned by the Federal government could contaminate green and blue cart materials. For example, food serviceware (cups, containers, bowls and plates) made from compostable or biodegradable plastics cannot be broken down at the City of Calgary's Composting Facility, and if incorrectly disposed of, wood cutlery and stir sticks could contaminate blue cart materials.

Therefore, it will be important to communicate with businesses and their customers about The City's preferred alternatives and what we are able to process at our compost and recycling facilities, as well as educate Calgarians about the proper disposal of these alternative materials.

Align with timing of the federal single-use plastic bans and harmonize regulations across jurisdictions. The Government of Canada published Regulations⁵ that will prohibit the manufacture, import and sale of single-use plastic checkout bags, cutlery, stir sticks, food serviceware made from foam and other problematic plastics, and straws (with exemptions to ensure accessibility). The prohibitions on manufacture and import for sale in Canada will come into force by the end of 2022, and prohibitions on sale will come into force at the end of 2023. To support businesses and citizens in the transition, it is important that Calgary's strategy coincides with federal regulations.

Harmonized regulations are important for facilitating change, and particularly important for businesses with locations across jurisdictions as it can be onerous and expensive to comply with different rules in different cities. The City of Calgary's single-use items strategy and bylaws will be harmonized with those in other Alberta and western Canadian municipalities where it is beneficial to do so. Please see Appendix A: Jurisdictional Scan for further details.

⁵ [Single-use Plastics Prohibition Regulations \(justice.gc.ca\)](https://www.justice.gc.ca)

Scope and Approach

The City considered approaches to reducing waste from the following single-use items:

- Shopping bags
- Foodware accessories (e.g. straws, utensils, stir sticks, splash sticks, cocktail sticks, toothpicks, pre-packaged condiments and napkins)
- Food serviceware (e.g. takeout containers, bowls, plates)
- Cups (hot and cold beverage)

The proposed approach builds on what residents and businesses are already doing; it is a made for Calgary solution that meets Calgarians where they are at. Please see Appendix B: Summary of Stakeholder Engagement for details.

The table below provides a summary of The City's proposed approach which includes bylaws and voluntary measures.

Single-use Item	Bylaws
 Shopping Bags	Mandatory minimum fee on paper shopping bags and new reusable shopping bags
 Foodware accessories (utensils, straws, stir sticks, pre-packaged condiments and napkins)	Customer request required for single-use accessories made from any material
Single-use Item	Voluntary Measures
 Food serviceware	Voluntary reduction for single-use food serviceware made from any material
 Cups	Voluntary reduction for single-use cups made from any material

Shopping Bags

Government of Canada Regulations will prohibit the manufacture, import and sale of single-use plastic shopping bags.

Administration is not recommending an additional municipal ban on single-use plastic shopping bags, however, in order to incentivize waste reduction, promote reuse and minimize substitution, we recommend implementing a minimum mandatory fee on paper shopping bags and new reusable shopping bags.

In addition to reducing waste, a fee would provide other benefits:

- It would create a level playing field for all businesses in Calgary as all businesses will be required to charge a minimum fee. This is especially important for small businesses that might be hesitant to impose a fee when similar business don't.
- A fee would also offset additional costs to businesses as they would keep the revenue from the fees.
- It would be consistent with bylaws in other Canadian jurisdictions and make it easier for businesses with multiple locations. Municipalities in Alberta and Canada have already implemented fees and others are moving forward with fees in the coming year.

Close to nine-in-ten (87%) Calgarians say they 'take their own shopping bags to the grocery store' always (57%) or most of the time (30%)⁶, suggesting the burden on many citizens would be minimal.

Administration recognizes that a fee could have unintended consequences on equity-seeking groups. In order to minimize the risk:

- Registered charities will not be required to charge fees for bags.
- Stores will be encouraged to accept donations of bags and set up bag-share programs.
- The City will explore ways to make free reusable bags available to low-income Calgarians.

The bylaw will come into effect in Q1 2024 (tentative) and apply to business license and event permit holders.

Business license holders will be required to:

- Charge a minimum fee of \$0.15 for paper shopping bags and \$1 for new reusable shopping bags when the bylaw comes into force;
- Increase minimum fees to \$0.25 per paper shopping bag and \$2 per new reusable shopping bag one year after the bylaw comes into force; and,
- Ensure paper shopping bags contain at least 40% recycled content.

Business license holders will keep the fees from paper shopping bags and new reusable shopping bags.

⁶ 2021/2022 Waste Reduction Survey

The following exemptions may apply:

- Bag share, or take a bag, leave a bag programs
- Shopping bags for prescription drugs
- Small paper bags that have a surface area of 400 square centimeters or less
- Bags that are not shopping bags. These include:
 - bags that are used to contain loose bulk food items such as fruit, vegetables, nuts, grains, or candy, or loose small hardware items such as nails and bolts;
 - bags used to protect bakery goods that are not pre-packaged prior to the point of sale;
 - bags used to contain or wrap frozen foods, meat, poultry or fish (alive or dead);
 - bags used to wrap flowers or potted plants;
 - bags used to protect newspapers or other printed material intended to be left at a customer's residence or place of business; and,
 - bags used to protect clothes after professional laundering or dry cleaning.

Foodware accessories

Government of Canada Regulations will prohibit the manufacture, import and sale of single-use plastic straws, stir sticks and utensils.

In order to incentivize waste reduction, promote reuse and minimize substitution, Administration recommends implementing a 'by request' requirement for the provision of straws, stir sticks, utensils, splash sticks, cocktail sticks and toothpicks (regardless of material) as well as other foodware accessories such as pre-packaged condiments and napkins. Foodware accessories could be provided only in response to a customer request or via a self-serve station.

These items are often provided when unnecessary or unwanted by the customer, are commonly littered, and alternatives to plastic could contaminate blue and green cart materials. It is simpler and facilitates behavioural change if the same rules apply at all retailers, and for all accessory items.

Further, a by request policy should reduce costs to businesses as they will need to purchase and dispose fewer of these items.

Roughly two-thirds (67%) of Calgarians say they 'refuse single-use items such as straws, cutlery and napkins' always (27%) or most of the time (40%)⁷ indicating behavioural change is already underway.

The bylaw will come into effect in Q1 2024 (tentative) and apply to business license and event permit holders.

The bylaw will permit foodware accessories to be provided only in response to a customer request, or via a self-serve station.

⁷ 2021/2022 Waste Reduction Survey

- The request for accessories may be customer-initiated or in response to a prompt from a server or other employee.
- Only the specific accessories requested may be provided.
- The requirements apply to dine-in, drive-through, takeout and delivery orders, including those ordered through a third-party ordering and/or delivery service.

Food serviceware

Government of Canada Regulations will prohibit the manufacture, import and sale of food serviceware (e.g. takeout containers, bowls and plates) made from foam and other problematic plastics. Administration is not recommending an additional municipal ban on takeout containers made from other materials as there are no viable alternatives.

We do, however, recommend voluntary measures and education for takeout containers made from all materials that are not banned (including plastic, compostable plastic, aluminum and fiber). The City will work with businesses to encourage the adoption of reusable takeout containers; for example, participation in a reusable container sharing program.

It will also be important to educate businesses and citizens about preferred alternatives and the correct disposal and diversion of takeout containers made from various materials. This is particularly important for compostable plastic containers as they are not accepted in the Green Cart program and cannot be processed at the Calgary Composting Facility. We will encourage businesses to use locally recyclable or compostable takeout containers,

Cups

Government of Canada Regulations will prohibit the manufacture, import and sale of foam cups. They are not taking any other action on single-use drink cups.

While some other jurisdictions in Canada have either implemented or are expected to implement a fee on single-use cups, Administration is not recommending a fee at this time for the following reasons:

- Fees would be retained by businesses, and there is no mechanism for the City to require that fees be used to support costs to switch to reusable cups for dine-in service or take part in reusable cup-share programs; and,
- Customers, including equity-seeking groups, may be burdened by fees or not have access to appropriate reusable cups.

A cup fee differs from a shopping bag fee, where fees could be more directly used to offset the costs to businesses for more expensive paper bags, once the Federal government bans plastic bags.

Vancouver has already implemented a cup fee and requires businesses to report on the number of single-use cups distributed annually or participate in a reusable cup-share program. The City will monitor both positive effects and unintended consequences of cup fees and revisit our approach in the coming years.

That said, approximately 1.1 million disposable cups are thrown away in the residential garbage (black cart) stream every week, another 1.3 million⁸ are thrown in the garbage at businesses weekly, and they account for a significant amount of waste collected in public spaces. This is despite the fact that paper and plastic single-use drink cups (other than foam) are accepted in the Blue Cart program for recycling.

In order to reduce waste, promote reuse and increase diversion of these items, Administration recommends education and voluntary measures for single-use drink cups. On a voluntary basis, businesses will be encouraged to use reusable cups for dine-in orders, develop reusable cup share programs, and accept customer provided cups when safe to do so. Calgarians will be encouraged to choose reusable options or bring their own cup.

We will also educate businesses and citizens about correct disposal and diversion of these materials; perhaps, most importantly, remind Calgarians that disposable cups (other than foam) and cup sleeves are recyclable through the Blue Cart program.

Legal Authority

City Council has the authority to pass a bylaw to regulate single-use items under the City of Calgary Charter and the *Municipal Government Act*. Specifically, the City of Calgary Charter Regulation ("the Charter") authorizes City bylaws relating to the well-being of the environment, including bylaws providing for the creation, implementation and management of programs respecting greenhouse gas emission reduction, environmental conservation and stewardship, the protection of biodiversity and habitat, and waste reduction and diversion. As a Charter bylaw, the proposed bylaw regulating single-use items must undergo a public hearing before it can be given second and third reading by City Council.

Implementation

In order to support businesses and citizens through the transition to the new federal and municipal requirements, a sufficient transition period will be required. Therefore, Administration is proposing the bylaw comes into force in Q1 2024.

Administration has heard from businesses that widespread awareness, consistent messaging, printable signage, and information on alternatives to the banned items will be critical for successful implementation.

Upon approval of this strategy, Administration will develop necessary support tools and a communication plan to help Calgary businesses transition to the new single-use items requirements, and educate both businesses and citizens on waste reduction, preferred alternatives and diversion options. Please see Appendix B: Summary of Stakeholder Engagement for additional information on planned engagement.

⁸ 2019 Multi-Sector Waste Composition Study

Administration will also consider ways to celebrate businesses who eliminate or significantly reduce their use of single-use items.

When the bylaw is in force, enforcement of bylaw provisions in cases of non-compliance will take an education first approach. Businesses will be provided information and support, and the opportunity to become compliant, prior to the application of any penalties.

Success Measures

Reduction in waste generated from single-use items will be monitored using the following two measures:

- **Multi-sector waste composition studies:** Waste composition studies are conducted every five years in the single-family, multi-family and industrial, commercial and institutional (ICI) sectors. The last study was conducted in 2019 and will be used as baseline measures for paper coffee cups and fountain pop cups, plastic drink cups, utensils, and other single-use items. In 2019, a sample from the annual Pathways and River Cleanup was also analyzed and will be used as a baseline for litter from single-use items.
- **Survey research:** In December 2021, an online survey was conducted with a representative sample of more than 1,000 adult Calgarians. Topics included knowledge and behaviours related to single-use items, and barriers to reducing single-use items. Baseline measures will be tracked in the future.

Additional measures could include:

- **Waste in public spaces waste composition study:** A waste in public spaces composition study was conducted in 2017. Waste in public garbage bins on roadways, in parks, and at bus stops and LRT platforms was characterized and estimates of the weight and volume of garbage, recyclable materials and compostable materials was generated.
- **Voluntary reporting:** The City could develop a system for voluntary reporting and encourage business license holders to report the number of single-use items used on an annual basis.

The City will monitor the results of the bylaw and voluntary measures over time, consider new solutions to mitigate unintended consequences, assess if additional measures are appropriate, and revisit The City strategy if needed.

Appendix A: Jurisdictional Scan

Administration engaged with jurisdictions within Alberta (including Edmonton and the Southern Municipal Waste Managers Advisory Committee) as well as major Canadian municipalities.

The following tables summarize current and planned single-use items requirements.

Alberta

Jurisdiction	Single-use Item and Approach			
	Shopping bags	Food serviceware	Foodware accessories	Disposable cups
Calgary (proposed)	• Mandatory minimum fee for paper and reusable		• By request for all material types	
Edmonton, AB (July 2023, tentative)	• Ban on plastic • Mandatory minimum fee for paper and reusable	• Ban on foam	• By request for all material types	• Require reusable cups for dine-in • Require restaurants to accept reusable customer cups
Banff (proposed)	• Ban on plastic • Mandatory minimum fee for paper and reusable	• Require reusables for dine-in • Mandatory minimum fee for disposables	• By request for all material types	• Require reusables for dine-in • Mandatory minimum fee for disposables
Devon, AB (2020)	• Ban on plastic			
Jasper, AB (2019)	• Ban on plastic			
Spruce Grove, AB (Jan. 1, 2022)	• Ban on plastic • Voluntary minimum fee on paper and reusable	• Ban on foam	• Ban on plastic straws	
Wetaskiwin, AB (2019)	• Ban on plastic • Mandatory minimum fee on paper			
Wood Buffalo, AB (2012)	• Ban on plastic			

The City of Airdrie, City of Chestermere, Rocky View County and Foothills County are not planning any actions beyond the Government of Canada Regulations at this time.

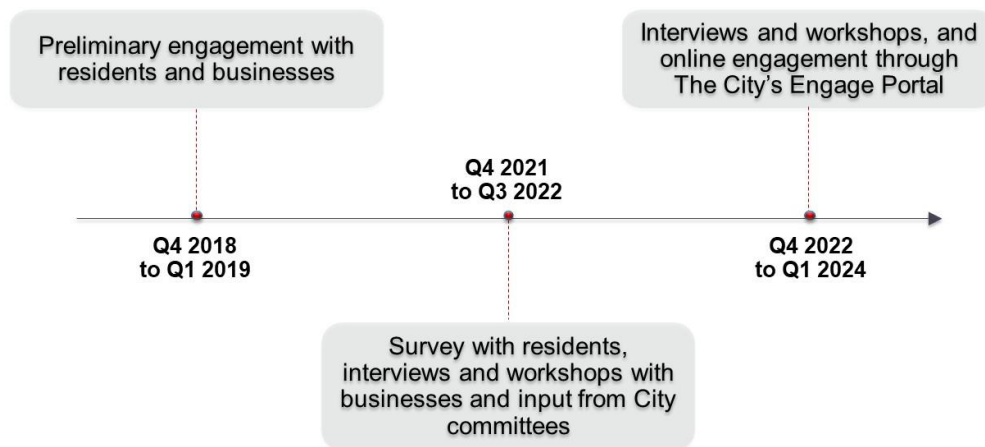
Other Canadian Jurisdictions

Jurisdiction	Single-use Item and Approach			
	Shopping bags	Food serviceware	Foodware accessories	Disposable cups
Victoria (new requirements approved, drafting bylaw)	- Ban on plastic (2021) - Mandatory minimum fee for paper and reusable (2021)	- Mandatory minimum fee on single-use containers - Require reusables for dine-in	By request for all material types	- Mandatory minimum fee on disposable cups - Require reusables for dine-in
Vancouver, BC	- Ban on plastic - Mandatory minimum fee for paper and reusable (Jan. 1, 2022)	Ban on foam (2020)	Ban on plastic straws and utensils (2020)	- Mandatory minimum fee (Jan. 1, 2022) - Require restaurants to accept reusable customer cups (July 1, 2022)
Regina, SK (Feb. 1, 2022)	Ban on plastic			
Toronto, ON (under consideration)	Mandatory minimum fee on paper and reusable		By request for all material types	Mandatory minimum fee
Montreal, PQ (March-August 2023)	Ban on plastic	Ban on foam	- Ban on plastic stir sticks, straws and utensils for on-site consumption - By request for all material types for takeout and delivery	Ban plastic cups and glasses for on-site consumption
Saint John, NB (2021)	Ban on plastic			
Nova Scotia (2020)	Ban on plastic			
Prince Edward Island (2019)	- Ban on plastic - Mandatory minimum fee for paper and reusable			
Newfoundland and Labrador (2020)	Ban on plastic			

Appendix B: Summary of Stakeholder Engagement

Waste & Recycling Services (WRS) has used input from stakeholders to develop, shape and refine our approach. As a result, the proposed strategy builds on what residents and businesses are already doing. It is a made for Calgary solution that meets Calgarians where they are at.

An overview of completed and planned engagement is shown in the diagram below.



Q4 2018 to Q1 2019

WRS conducted preliminary engagement with more than 3,400 Calgarians using the online Engage Portal to gain insight into Calgarians' perceptions of single-use items and to inform the types of single-use items to consider. WRS also met with several local businesses to better understand practices they have adopted to manage waste from single-use items, motivations for adopting these practices, and key challenges they face in reducing single-use items. Findings were provided in [Attachment 3](#) of the Scoping Report on Reducing Waste from Single-Use Items (UCS2019-0370).

Q4 2021 to Q3 2022

WRS conducted an online survey with residents, interviews and workshops with businesses, and sought input from a number of City committees. This included:

- An online survey with a representative sample 1,031 residents of Calgary aged 18 or older. Objectives included gaining a better understanding of knowledge, attitudes and practices regarding use of single-use items, motivations and barriers to reducing use of single-use items, and perceptions of The City's role in reducing use of single-use items.

What we heard: Many Calgarians are already engaged in practices to reduce their use of single-use items (e.g. reusable shopping bags and cups, refusing unneeded single-use items); barriers to reduction include restaurants automatically including single-use items and a lack of alternatives; motivations for reduction are environmental and cost savings by using reusable items; and, key roles for The City in reducing use of single-use items are providing education and information and developing regulations for businesses.

- Attended meetings of the Advisory Committee on Accessibility (ACA) and the Social Well-Being Advisory Committee.

What we heard: While there were no concerns about the proposed by request bylaw for foodware accessories, the risk that a fee could have unintended consequences on equity-seeking groups was identified. Administration is taking steps to minimize the risk and will be conducting further engagement with representatives from equity-seeking groups once the strategy is approved. This input was also a factor in the decision not to propose a fee on single-use cups.

- Interviews and meetings with representatives from a range of businesses:
 - Retail
 - Restaurants
 - Post-secondary institutions with retail and food services
 - Food delivery companies
 - Industry Associations (i.e. Restaurants Canada and the Retail Council of Canada)
 - City of Calgary Business Improvement Areas (BIAs)
 - City of Calgary Business Advisory Committee
 - A workshop with WRS' Industrial, Commercial and Institutional (ICI) working group

What we heard: Many businesses are already implementing single-use items reduction measures (e.g., switching away from plastic bags, charging fees for bags, proactively asking customers if they need single-use items). Feedback shows that businesses are in support of the bylaws proposed by The City. They agree it will build on the measures already being taken by the business community, creates a level playing field, and better enable smaller businesses to participate by offsetting or reducing costs they will incur once the federal regulations are in place. There was no opposition to the measures though some local businesses expressed concerns regarding customer reactions and emphasized the importance of widespread awareness campaigns and supports explaining the bylaws (e.g. posters and FAQs) prior to the bylaws coming into force. Larger businesses with locations in jurisdictions that have already implemented similar requirements indicated that they experienced minimal customer complaints and only for a brief period.

Q4 2022 to Q1 2024

Once the strategy is approved, WRS will work with The City's Engage! team and Business Improvement Areas (BIAs) to better understand how The City can support businesses and customers through the transition to the new requirements as well as address any concerns they have about the proposed bylaw. We will work together with businesses, residents and community groups to co-create supports and educational materials which effectively communicate the information to all stakeholders.

A key consideration of this phase of engagement is to ensure more fully representative stakeholder input that includes smaller local businesses and charitable organizations. Specific barriers to participation and mitigations will be outlined in the Engage strategy. Tactics will include broad online engagement through The City's Engage Portal, registered workshops and targeted outreach.

Support and outreach will continue beyond the date the bylaw comes into force.

Appendix C: Risk Assessment

Risk Category	Description	Likelihood	Impact	Mitigation
Social Impact	Unintended consequences of minimum mandatory fees on shopping bags and/or a by request approach for foodware accessories for equity-seeking groups.	Possible	Minor	- Equity analysis and input from The City's Advisory Committee on Accessibility and Social Wellbeing Advisory Committee provided guidance and input into the strategy. - The City will monitor for unintended consequences and address potential issues as they arise.
Reputational	- Some Calgarians may not support minimum mandatory fees on shopping bags and/or a by request approach for foodware accessories. - The City's reputation among some external stakeholders may be damaged.	Possible	Minor	- Education and outreach with clear and consistent messaging. - Supports for retailers to communicate with customers (such as printable posters, fact cards and customer Q&As),
Compliance	- The City is relying on federal regulations that would prohibit the manufacture, import and sale of plastic shopping bags and foam foodservice ware, and will not have enforcement authority. - Businesses may not comply with federal regulations. - Businesses may not comply with City bylaws, and there could be a reputational risk if The City enforces fines.	Possible	Minor	- Monitor the implementation, timing and enforcement of federal regulations. - Emphasize an education first approach for the bylaw with businesses provided with information, support and the opportunity to become compliant prior to the application of any penalties.
Environmental	The proposed measures are not strong enough to achieve the desired results.	Possible	Minor	Monitor the impacts of the bylaw and voluntary measures over time, assess if additional measures are appropriate, and revisit the City strategy if needed.

Appendix D: Single-Use Items Reduction at City Hosted Events

The City of Calgary has several initiatives to reduce waste from single-use items at City hosted events. These include:

1. **A Guideline for Greening City of Calgary Events** was developed as part of the Green Office program. Administration is updating this document to include a focus on reducing waste from single-use items and will promote it on myCity as part of the Corporate Waste program.
2. A **Zero-waste toolkit for festivals and events** is available on Calgary.ca ([Book and plan your event \(calgary.ca\)](#)). It includes a [Tip Sheet](#) for ideas about how to reduce waste at events; a [Timeline Checklist](#) to keep track of all the different activities associated with planning a zero-waste event; a [Food Vendor Memo Template](#) to encourage food vendors to comply with waste reduction initiatives; a [Volunteer Recruitment Template](#) to find volunteers that can assist with waste diversion activities on event day; and, a [Waste & Recycling Pocket Guide](#) to help volunteers guide event attendees about what waste goes where.
3. There are single-use reduction initiatives in place for City-run events. For example, the Canada Day vendor handbook specifies that plastic cutlery, and other non-recyclable plastics such as straws and foam are not permitted.

As in-person engagement, City-run events, events on City property, and in-person meetings at City buildings resume, Administration will continue to explore further opportunities to reduce waste from single-use items.