



# TRIPLE BOTTOM LINE POLICY FRAMEWORK

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Corporate Economics  
Community & Neighbourhood Services  
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# TRIPLE BOTTOM LINE POLICY FRAMEWORK UPDATE

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# Introduction

## Triple Bottom Line Policy

The Triple Bottom Line (TBL) Policy was adopted by Calgary City Council in 2005. This means that The City will incorporate sustainable development principles into its decisions and actions. When the policy was approved, Council also adopted the Melbourne Principles for Sustainable Cities as a set of sustainable development principles that can be used to guide decision-making.

TBL thinking means that Council and staff will consider and address social, economic, environmental and smart growth impacts in all City business. This includes programs, planning, policies, strategies, services, operations and approvals.

The purpose of the TBL Policy is:

- To advance Council’s vision to “create and sustain a vibrant, healthy, safe and caring community”.
- To embed the triple bottom line approach into Corporate policies, performance measures, actions and implementation procedures, and enhance decision making.
- To place Calgary’s efforts to achieve its vision in the broader context of cities around the world to make a contribution to global sustainability.

## Triple Bottom Line Policy Framework

The TBL Policy Framework helps staff and Council understand the implications of decisions we make using an integrated approach to evaluate TBL considerations. The Framework is a Council-approved summary of existing City policies and plans regarding the economy, environment and society. Over 350 policy statements have been summarized into more than 20 themes so our decisions are more consistent with already-approved policy.

The 2011 update to the Framework aligns with The City’s **2020 Sustainability Direction**, The City’s 10-year strategic sustainability plan. It identifies goals, objectives, targets and strategies over the next 10 years for The City to

contribute towards the **imagineCALGARY** 100-year vision for community sustainability.

## Working with the Framework

Guiding questions are included under each policy theme to help you identify both positive and negative implications. The questions prompt you to think broadly about the implications of your project. Your knowledge and experience add value to this process and can help to identify issues not addressed by the guiding questions.

Note that not every theme will be applicable to every project and the themes may overlap as sustainability implications are connected. If you aren’t sure whether an issue is applicable or what the answer to a guiding question would be, it is appropriate to consult with a subject matter expert who may be in a different business unit.





## Promoting an environment conducive to attracting, retaining and nurturing businesses

The City promotes long-term economic prosperity by:

- Providing a business environment that attracts new industry and jobs
- Ensuring that an adequate supply of appropriately-zoned land is available for industrial and commercial development
- Providing a stable yet competitive environment for existing businesses to succeed and prosper, and
- Ensuring an environment that allows for local innovation and entrepreneurial spirit to nurture new industry and business creation.

### 2020 Sustainability Direction objectives

- *A focus on business and enterprise - Calgary's economy is diverse and supports locally owned and operated businesses that re-invest back into the community.*
- *Improve goods movement – Calgary has improved goods movement reliability along the Goods Movement Network.*

### Guiding Questions

- *How does this initiative improve Calgary's business environment?*
- *How does this initiative add to the supply of zoned land for business uses?*
- *How does it support competition, innovation or entrepreneurial activity?*

### Supporting policies

*The Municipal Development Plan. 2009.*  
*Multi-Year Budgeting Policy for The City of Calgary. 2005.*  
*Industrial Land Strategy. 2004.*  
*Calgary Corporate Accessibility Policy. 2005.*  
*Employment Centre Strategy. 1999.*  
*Calgary Sister Cities. 1995.*

## Creating a city where citizens want to live, work and invest

The City recognizes that Calgary's high quality of life is one of the major reasons why businesses choose to locate and stay in Calgary. Calgary's high quality of life and attractive physical environment make it a desirable place to live and work. As well, Calgary's policies support strong job creation, housing choices, access to services, amenities and mobility options.

### 2020 Sustainability Direction objectives

- *A city that attracts, develops, and retains - Calgary attracts business, new citizens, and visitors through its reputation as a vibrant city with a strong sense of place where we put learning, creativity, and liveability first.*
- *A focus on people and community - All Calgarians have access to meaningful employment and the ability to achieve individual economic well being.*

### Guiding Questions

- *How does this initiative improve Calgary's quality of life?*
- *How does it support job creation, promote housing choices or access to services and amenities?*
- *How will this initiative help attract creative or entrepreneurial people to Calgary?*

### Supporting policies

*Framework for Growth and Change. 2011.*  
*The Municipal Development Plan. 2009.*  
*Calgary Transportation Plan. 2009.*  
*Corporate Public Art Policy. 2009.*  
*Fair Calgary. 2008.*  
*Calgary Civic Arts Policy. 2004.*  
*Employment Centre Strategy. 1999.*



## Strategically invest in infrastructure

The City of Calgary ensures its long-term economic development and fiscal health by managing its assets wisely and strategically investing in infrastructure to optimize functioning and service. Infrastructure is provided in a manner that is affordable and cost-effective. Infrastructure decisions are made using an integrated and cross-disciplinary framework. The City also identifies opportunities to maximize use of existing infrastructure where possible. Infrastructure is planned and designed to support sustainable policies, such as providing affordable housing or creating employment centres and transit-oriented development districts.

### 2020 Sustainability Direction objective

*Infrastructure management - The City utilizes quality, cost effective, safe, and innovative corporate assets that enable and support the provision of desired public and corporate services. The management of public and corporate assets (both physical and information) are optimized and based on continuous improvement.*

### Guiding Questions

- **Is this initiative an investment in infrastructure that advances Calgary's strategic economic development goals?**
- **How is infrastructure being designed and managed to optimize its use?**
- **Is this an infrastructure initiative that supports affordable housing or employment nodes?**

### Supporting policies

Framework for Growth and Change. 2011.  
The Municipal Development Plan. 2009.  
Calgary Transportation Plan. 2009.  
Community Capital Conservation Grant. 2009.  
Enhanced Maintenance Agreement and Infrastructure Agreements. 2009.  
Calgary Heritage Strategy. 2008.  
Acquisition of Affordable Housing Lands for Municipal Purposes Policy. 2005.  
Water Efficiency Plan. 2005.  
Industrial Land Strategy. 2004.  
Transit Oriented Development Policy Guidelines. 2004.  
City of Calgary Homelessness Strategy. 2004.

*Affordable Housing Implementation Plan. 2003.  
Asset Management Strategy. 2003.  
Affordable Housing Strategy. 2002.  
Open Space Plan. Pathways. 2002.  
Employment Centre Strategy. 1999.*

## Invest and leverage investment in community infrastructure and programs

A strong social infrastructure is integral to a strong economy. The City supports community activities by investing in infrastructure and programs. Requests to contribute to funding for sport facilities, community resource centres and facilities for the civic partners can be considered and the benefits to the community will be a factor. The City has a funding mechanism to support the development, acquisition and management of public art in civic facilities and supports selected non-profit services and social programs through approved funding mechanisms.

### 2020 Sustainability Direction objectives

- *Efficiency – The City delivers services and programs efficiently through a culture of progression and creativity that supports innovation and is adaptable to changing needs and pressures.*
- *Healthy and active – Calgary has a natural and built system that contributes to physical, social, and mental well-being and personal development.*

### Guiding Questions

- **How does this initiative invest in infrastructure, programs or services that will benefit the community?**

### Supporting policies

The Municipal Development Plan. 2009.  
Calgary Transportation Plan. 2009.  
Accommodating Growth 2009-2011: Coordinating Municipal Capital Investment. 2009.  
Calgary Civic Sport Policy. 2005.  
Calgary Civic Arts Policy. 2004.  
Public Art Policy Funding Strategy. 2004.



*Community Association Policy Framework. Recommendation. 2003.*  
*Civic Partnerships Guide to Policy and Administration. 2002*

## Encouraging a creative city

A creative city is one where the arts, culture, sports and other human endeavours enrich the lives of residents and are supported by government and the community. Creative activities make our lives fulfilling, and also contribute to a diverse economy that builds on knowledge and innovation. This type of economy is resilient and responsive to change and thus more sustainable.

The City of Calgary seeks to promote and maintain a high quality of life through the provision and support of opportunities for recreation, leisure, sports, artistic expression and appreciation, culture, special events, the preservation of the city's heritage and other activities among all age groups and for both amateurs and professionals.

It supports these activities through its powers to fund projects and infrastructure, grant approvals and engage in partnerships or collaboration with community groups and individuals. It also supports these activities through City awards and recognition programs.

The City of Calgary is a vital partner in creating an inclusive community where cultural diversity is embraced and valued as a community asset. The City of Calgary both initiates and supports projects aimed to enhance and support diverse cultures and traditions.

### **2020 Sustainability Direction objective**

*Diversity, inclusiveness, and creativity – Calgary is a diverse and socially inclusive city that respects its heritage and the arts.*

### **Guiding Questions**

- ***How does this initiative support creative activities like arts, sports and culture?***

- ***How will this initiative help attract creative people to Calgary?***
- ***Is this an initiative to fund projects or infrastructure that supports creative activities?***
- ***How does this proposal incorporate opportunities for recreational and leisure pursuits that are appropriate for a diverse population?***
- ***Does this proposal incorporate opportunities to support diverse cultural expression, heritage preservation, public art etc?***

### **Supporting policies**

*The Municipal Development Plan. 2009.*  
*Corporate Public Art Policy. Purpose. 2009.*  
*Calgary Civic Arts Policy. 2004.*  
*Calgary Civic Sport Policy. 2005.*



## Reducing energy use and climate change impacts

Changes in the global climate system can adversely impact our natural environment, air, water and health. In Calgary, the consumption of energy from fossil fuels is the dominant source of greenhouse gas emissions which contribute to climate change. A changing climate requires adaptation and mitigation action.

The City of Calgary is committed to reductions in greenhouse gases within its own operations. In 2009, The City signed the Calgary Accord along with other members of the World Energy Cities Partnership. The Accord commits The City to reducing corporate greenhouse gas emissions by 20 per cent from 2005 levels by 2020 and to develop parallel community targets.

The City influences greenhouse gas emissions in the community through transportation policies which aim to reduce automobile dependency, land use policies which influence the way Calgary is built, sustainable building policies which aim to reduce energy use, community climate change programs, and solid waste policies which aim to reduce the release of landfill methane.

### 2020 Sustainability Direction objective

*GHG emission reduction - Greenhouse gas emissions in Calgary are reduced by decreasing energy use, doing more with less energy, and developing and using energy from sources that are renewable or low carbon.*

#### Guiding Questions

- *How will this initiative increase or decrease energy consumption or greenhouse gas emissions from buildings, shelter or transportation?*
- *Does this initiative:*
  - *Reduce transportation impacts by purchasing from local sources?*
  - *Incorporate energy-efficiency or renewable energy?*
  - *Reduce waste, recycle or re-use materials?*
- *Will this initiative help communities or businesses reduce their consumption of resources?*

- *Does this initiative encourage alternate modes of transportation such as transit, carpooling, walking, or cycling?*

### Supporting policies

*Cycling Strategy. 2011.*  
*Calgary Climate Change Accord. 2009.*  
*Calgary Transportation Plan. 2009.*  
*Municipal Development Plan. 2009. (2.6.5)*  
*Bicycle Policy and Needs Report. 2008.*  
*Pedestrian Policy and Needs Report. 2008.*  
*Sustainable Building Policy. 2008.*  
*Environmental Policy. 2007.*  
*Calgary Climate Change Action Plan Minus 50. 2006.*  
*Transit Oriented Development Policy Guidelines. 2004.*

## Improving air quality

The City recognizes that clean air is important for the health of its citizens. Although The City does not regulate emissions, actions within its authority do influence the quality of atmospheric air. The main source of air pollution at the local level is motor vehicles. The City seeks to protect and improve atmospheric air quality by with policies that reduce dependency on the automobile and especially by supporting a transit system. There are also corporate initiatives to reduce emissions from the civic fleet. In addition, The City seeks to enhance and protect trees and the urban forest in that they provide a natural air filtration function.

### 2020 Sustainability Direction objective

*Air quality - Calgarians recognize the importance of air quality to their health and well being and are working collaboratively to protect the airshed.*

#### Guiding Questions

- *What are the implications for clean air?*
- *Does this initiative encourage the use of transit, walking, or cycling?*

### Supporting policies

*Cycle Strategy, 2011.*  
*Calgary Climate Change Accord. 2009.*



*Calgary Transportation Plan. 2009.*  
*Municipal Development Plan. 2009.*  
*Bicycle Policy and Needs Report. 2008.*  
*Pedestrian Policy and Needs Report. 2008.*  
*Sustainable Building Policy. 2008.*  
*Environmental Policy. 2007.*  
*Urban Forest Strategic Plan. 2007.*  
*Calgary Climate Change Action Plan Minus 50. 2006.*  
*Transit-Oriented Development Policy Guidelines. 2004.*  
*Open Space Plan. The Urban Forest. 2002.*  
*Healthy Living Policies. 1995.*

## Ensuring land stewardship and protection

Human activity has a tremendous impact on the natural state of land and the ecosystems it supports. Within an urban context, responsible stewardship of the land base includes measures such as: efficient use of the land, protection of environmentally significant areas, the remediation and reuse of contaminated sites, and the reduction of the amount of land needed for landfill sites. The City of Calgary has set a goal of diverting 80 per cent of the waste stream from landfills by 2020.

### 2020 Sustainability Direction objectives

- *Brownfields - Brownfield remediation and redevelopment support efficient land use and environmental protection in Calgary.*
- *Waste management - Calgarians recognize waste is a resource and that effective waste management protects public health and the environment.*

### Guiding Questions

- *Will this initiative increase or decrease the amount of material going to the City's landfills?*
- *How does this initiative contribute to The City's 80 per cent materials diversion goal?*
- *Does the land use or development proposal address potentially contaminated sites?*

## Supporting policies

*The Municipal Development Plan. 2009.*  
*Oil, Gas and Aggregate Extraction Policy, 2009*  
*City of Calgary Brownfield Strategy, 2008*  
*80/20 by 2020 Waste Diversion Strategy. 2007.*

*Construction and Demolition Waste Strategy and Action Plan. 2007.*

*Environmental Policy. 2007.*

*Environmental Development Review Policy. 2006.*

*Waste & Recycling Services Calgary's Journey: Past, Present and Future. 2003.*

## Protecting water resources

Clean water is a basic human necessity and is also required for sustaining healthy eco-systems. Rivers, wetlands and ground water are all part of a complex system that supports human and natural systems. The City is responsible for providing safe drinking water, managing wastewater and ensuring high water quality of our rivers.

A finite supply of fresh water, pollution loads, the effects of climate change and rapid urban growth have made water management one of Calgary's most significant environmental issues. The City is committed to conserving and protecting source waters, limiting pollution, and ensuring the health of our regional watersheds.

The City of Calgary's 30-in-30 water efficiency goal is to accommodate Calgary's future population growth with the same amount of water removed from the river as in 2003. To do this, we need to reduce our water consumption by 30 per cent over 30 years.

### 2020 Sustainability Direction objectives

- *Water quality – Calgary's public health and the health of its watersheds are protected by delivering safe and reliable drinking water, collecting and treating wastewater, and minimizing the impact of Calgary's urban form.*
- *Water quantity – The long term sustainability and resiliency of Calgary's water supply meets the current and future needs of a growing city and region.*



## Guiding Questions

- *What are the implications for the quantity and quality of water in Calgary's streams, rivers, wetlands or groundwater?*
- *Does this initiative affect water consumption or conservation? How does it contribute to the 30-in-30 goal?*

## Supporting policies

*Municipal Development Plan. 2009.*  
*Total Loading Management Plan. 2008.*  
*Sustainable Building Policy. 2008.*  
*Environmental Policy. 2007.*  
*Water Management Strategic Plan. 2007.*  
*Stormwater Management Strategy. 2006.*  
*Water Efficiency Plan. 2006.*  
*Open Space Plan. 2002.*  
*Wetland Conservation Plan. 2004.*

## Supporting policies

*Municipal Development Plan. 2009.*  
*Environmental Reserve Setback Guidelines, 2007.*  
*Environmental Policy. 2007.*  
*Urban Forest Strategic Plan. 2007.*  
*Open Space Plan. 2002.*  
*Wetland Conservation Plan. 2004.*  
*Integrated Pest Management Plan (IPM). 1998.*  
*Natural Areas Management plan. 1994.*

## Protecting open space

Calgarians value and respect the city's urban forest, natural areas and the wildlife populations they contain. The City, as the steward of Calgary's open spaces, is committed to protecting the quality of this valuable urban resource. The City strives to maintain high-quality open spaces, while ensuring that they remain accessible for all Calgarians. The City of Calgary is a member of Local Action for Biodiversity (LAB), an international program for dealing with biodiversity within urban centres.

### **2020 Sustainability Direction objective**

*Biodiversity – Calgary's ecosystems are healthy, connected, and diverse, and represent the breadth of our natural heritage.*

## Guiding Questions

- *What are the implications for Calgary's natural areas, open spaces or urban forest?*
- *Does this initiative protect or enhance biodiversity, habitat, or ecosystems?*



## An inclusive city

The City of Calgary values and promotes independence and is a vital partner in creating an inclusive city where all Calgarians have the opportunity to take an active part in the social, economic and cultural life of the community. To accomplish this, The City of Calgary seeks to ensure equitable access to City services and amenities regardless of age, income, culture or physical ability, and fosters participation by persons from diverse populations and seeks to ensure that civic programs and services reflect and respond to the changing social and demographic structure of society. The City of Calgary also provides advocacy, planning, funding, capital, and preventive services as appropriate to support the social fabric of Calgary. The City of Calgary recognizes that the provision of social supports is a shared responsibility and actively works in partnership with public and private stakeholders and other levels of government to ensure that social support systems are adequate for the needs of all citizens.

### 2020 Sustainability Direction objectives

*Equity – All Calgarians have access to public programs, services, facilities and spaces.*

*Engagement and empowerment – The City's programs and services are reflective of the voice of citizens and citizens can play active roles in their communities and The City's processes.*

### Guiding Questions

- *Does this proposal respond to the needs and interests of a diverse population regardless of age, income, culture or physical ability? Does it support their ability to access services and amenities, and participate in community life?*
- *Have persons from varied social, cultural or economic backgrounds been consulted and about the proposed service?*
- *For capital projects, is the design compliant with The City of Calgary's Access Design Standards, including the use of universal symbols at known entry points?*
- *Are the proposed policies, programs, services, or facilities designed, distributed and accessible to ensure that all Calgarians can participate if they choose to do so?*

- *How will user fees affect the ability of Calgarians to participate?*

### Supporting policies

*Cycling Strategy. 2011.*

*Welcoming Community Policy. 2011.*

*Family and Community Support Services Policy. 2011.*

*Access Design Standards. 2010.*

*Municipal Development Plan. 2009.*

*Fair Calgary Policy. 2008.*

*User Fees and Subsidies Policy. 2008.*

*Community Services Program Policy. 2006.*

*Community Standards Policy. 2004.*

*Affordable Housing Implementation Plan. 2003.*

*Affordable Housing Strategy. 2002.*

*Open Space Plan. Principle. 2002.*

*A Summary of the Report of the Royal Commission on Aboriginal Peoples. 1999.*

## A safe city

The City of Calgary seeks to ensure a safe environment for individuals and families through the provision of emergency services (Police, Fire and Animal & Bylaw Services). The City also works with the community to promote safety and prevention through programs such as education and appropriate physical design.

### 2020 Sustainability Direction objectives

- *Safety and resiliency – Calgary, its communities and neighbourhoods are safe, resilient, and supportive.*
- *Provide safe, reliable, and affordable public infrastructure – Complete communities have the required safe, reliable public infrastructure which enables available, accessible, and affordable to its residents, business owners, and visitors.*

### Guiding Questions

- *Have measures to ensure the safety of users been included in this proposal? In particular, has this proposal addressed the specific safety needs of vulnerable persons including women, persons with disabilities, seniors, visible minorities, Aboriginal persons, children and others?*



- **For capital projects, has a Crime Prevention Through Environmental Design (CPTED) evaluation been completed?**

### **Supporting policies**

*Access Design Standards. 2010.*  
*Municipal Emergency Plan. 2010.*  
*Municipal Development Plan. 2009.*  
*Clean to the Core. 2006.*  
*Calgary Corporate Accessibility Policy. 2005.*  
*City of Calgary Homelessness Strategy. 2004.*  
*Traffic Calming Policy. 2003.*  
*Transit Oriented Design Policy Guidelines. 2004.*

## **A cultural city**

The City of Calgary seeks to promote and maintain a high quality of life through the provision and support of opportunities for recreation, leisure, artistic expression and appreciation, special events, and the preservation of the city's heritage. The City of Calgary is a vital partner in creating an inclusive community where cultural diversity is embraced and valued as a community asset. The City of Calgary both initiates and supports projects aimed to enhance and support diverse cultures and traditions.

### **2020 Sustainability Direction objective**

*Diversity, inclusiveness, and creativity – Calgary is a diverse and socially inclusive city that respects its heritage and the arts.*

### **Guiding Questions**

- ***How does this proposal incorporate opportunities for heritage preservation, public artistic expression and/or Aboriginal recognition?***
- ***How does this proposal incorporate opportunities for recreational and leisure pursuits that are appropriate for a diverse population?***
- ***How does this proposal incorporate opportunities to enhance and support cultural expression from diverse cultures and traditions?***

### **Supporting policies**

*Recreation Master Plan 2010-2020. 2010.*  
*Corporate Public Art Policy. 2009.*

*Municipal Development Plan. 2009.*  
*Calgary Heritage Strategy. 2008.*  
*Fair Calgary Policy. 2008.*  
*Social Sustainability Framework &. Funding Priorities for FCSS. 2008.*  
*Calgary Civic Arts Policy. Guiding Principles. 2004.*  
*Community Services Program Policy. 2006.*  
*Council Strategic Initiatives Fund Guidelines. (A0001 – APA2004-53)*  
*Summary of the Report of the Royal Commission on Aboriginal Peoples. 1999.*

## **An active city**

The City of Calgary strives to create and sustain a healthy community by promoting active living through the provision of a wide range of sustainable and accessible recreational programs, services, facilities, and amenities. The City of Calgary provides leadership and encourages physical activity through funding, capital, promotion, partnerships and appropriate urban planning and design.

### **2020 Sustainability Direction objectives**

- ***Healthy and active – Calgary has a natural and built system that contributes to physical, social, and mental well-being and personal development.***
- ***Increase transportation choice – Calgary provides more travel choices in strategic locations aligned with land use direction.***

### **Guiding Questions**

- ***What effect does this proposal have on the ability of Calgarians to become and remain physically active? How does the proposal deal with the physical activity needs of Calgary's diverse population?***
- ***Does this proposal provide access to recreational or leisure programs, services, facilities and amenities?***
- ***For capital or physical projects, how does this proposal encourage physical activity through appropriate planning and design?***



## **Supporting policies**

*Cycling Strategy. 2011.*  
*Access Design Guidelines. 2010.*  
*Recreation Master Plan 2010-2020. 2010.*  
*Corporate Accessibility Policy. 2005.*  
*Community Capital Conservation Grant. Purpose. 2009.*  
*Enhanced Maintenance Agreement and Infrastructure Agreements. Purpose. 2009.*  
*Municipal Development Plan. 2009.*  
*Cycling Policy and Needs Report. 2008.*  
*Pedestrian Policy and Needs Report. 2008.*  
*Fair Calgary Policy. 2008.*  
*Calgary Civic Sport Policy. 2005.*  
*Transit Oriented Design Guidelines. 2004.*  
*Open Space Plan. 2002.*  
*Pathway and Bikeway Plan. 2000.*

## **A city of strong neighbourhoods**

The City of Calgary promotes strong neighbourhoods through the development and support of integrated communities with a varied social composition and a strong sense of place. Working in partnership with other stakeholders, The City achieves this through appropriate planning and design that provides easy access to a compatible range of public and private services and amenities that respond to the needs of a diverse population. A high quality of life in neighbourhoods is maintained through planning approaches that promote privacy, safety and quiet within residential areas, with easy access to transit, community services, parks, open space and amenities.

### **2020 Sustainability Direction objective**

*Complete communities – Calgary fosters distinctive, complete communities with a strong sense of place. A Greenfield community will be complete when it is fully built out and the sure of City-provided facilities and services is delivered. Developed Area communities have capitalized on opportunities to provide a wider range of housing choices, intensifications of population and jobs, and greater mobility choices.*

## **Guiding Questions**

- ***What is the impact of this proposal on the neighbours?***
- ***How does this proposal support community-centred service and amenities, including public transit and special needs transportation?***
- ***How does this proposal contribute to a diverse social mix throughout the city?***
- ***For capital projects, how is this proposal physically integrated into the community, ensuring compatibility and physical access?***
- ***Does this proposal add to a desirable mix of residential, commercial, employment, public services and private services?***

## **Supporting policies**

*Recreation Master Plan. 2010*  
*Municipal Development Plan. 2009.*  
*Calgary Transportation Plan. 2009*  
*Social Sustainability Framework &. Funding Priorities for FCSS. 2008.*  
*Traffic Calming Policy. 2003.*  
*Affordable Housing Strategy. 2002.*



## Encouraging sustainable communities

The City of Calgary will strive to ensure that urban development is more sustainable in existing and new communities. Strategies to achieve this include increasing residential densities, promoting a mix of land uses and walk-able urban form in new communities, and ensuring new development is reasonably contiguous with existing development to avoid premature investment in infrastructure. The City supports optimizing the use of land around transit nodes to help improve the balance of jobs and people throughout Calgary. Encouraging sensitive intensification of housing in all neighbourhoods and increasing the efficiency of land use in the inner city will help revitalize existing communities.

### 2020 Sustainability Direction objective

- *Complete Communities - Calgary fosters distinctive, complete communities with a strong sense of place. A greenfield community will be complete when it is fully built out and the suite of City-provided facilities and services is delivered. Developed Area communities, while they often have services and amenities already, have capitalized on opportunities to provide a wider range of housing choices, intensification of population and jobs and greater mobility choices.*
- *Strategic intensification – Calgary directs the future growth of the city in a way that fosters a more compact efficient use of land, creates complete communities, allows for greater mobility choices and enhances vitality and character in local neighbourhoods.*

### Guiding Questions

- *How does this initiative create walkable, bikeable, and physically accessible communities?*
- *Does this initiative provide or support a mix of land uses?*
- *Does it provide intensified land use around transit nodes?*
- *Does it improve the jobs/housing balance?*
- *Does it encourage more efficient use of land?*

### Supporting policies

*Framework for Growth and Change. 2011.*  
*Calgary Metropolitan Plan. 2009.*  
*Intermunicipal Development Plan, 2010.*  
*Municipal Development Plan. 2009.*  
*Bicycle Policy and Needs Report. 2008.*  
*Pedestrian Policy and Needs Report. 2008.*  
*Centre City Plan. 2007.*  
*Environmental Policy. 2007.*  
*Triple Bottom Line Policy. 2005.*  
*Transit Oriented Development Policy Guidelines. 2004.*

## Reducing automobile dependence

The City of Calgary is working towards reducing our dependence on private automobiles for transportation over time by:

- promoting increased transit ridership through supportive land uses around transit stations and routes
- encouraging active modes of transportation, including
  - walking and cycling, through the provision of infrastructure/amenities, neighbourhood and site design, and education/awareness programs
  - ensuring greater integration between public transit and the walking/cycling modes
  - promoting and supporting Transportation Demand Management (TDM) practices and strategies.

### 2020 Sustainability Direction objectives

- *Initiate Primary Transit Network - Calgary operates a portion of the Primary Transit Network at or near Primary Transit service levels, to provide faster, more frequent, reliable transit service to more Calgarians.*
- *Increase Transportation Choice - Calgary provides more travel choices in strategic locations aligned with land use direction.*
- *Optimize Existing Transportation System - Calgary has increased the overall quality of service for all modes of transportation, using effective and cost efficient transportation management tools and techniques.*



## Guiding Questions

- *Does this initiative promote transit, walking and cycling through supportive land uses?*
- *Does this initiative help provide convenient and frequent public transit?*
- *Does this initiative promote Transit Oriented Design?*
- *How does it reduce the need to use an automobile by encouraging alternatives?*

## Supporting policies

*Cycling Strategy. 2011*  
*Municipal Development Plan. 2009.*  
*Calgary Transportation Plan. 2009.*  
*Bicycle Policy and Needs Report. 2008.*  
*Pedestrian Policy and Needs Report. 2008.*  
*Centre City Plan. 2007.*  
*Transit Oriented Development Policy Guidelines. 2004.*  
*Open Space Plan. 2002.*  
*Pathway and Bikeway Plan. Vision. 2000.*

## **Engagement, participation and community networks**

Social, economic and environmental objectives are best identified and achieved when the community is engaged and enabled to participate in decisions, and empowered to carry out the actions needed to give effect to decisions. The City needs the willing and active collaboration of the broader community to achieve its many desired outcomes. The City of Calgary will actively encourage the community's participation in decisions that affect them, and/or affect our long-term sustainability.

The City will work with community groups, businesses, civic partners, neighbouring municipalities and other orders of government to ensure effective delivery of services and shared responsibility for our city's future sustainability.

The City encourages participation from the general public, non-profit organizations, commercial enterprises and persons from vulnerable or disadvantaged groups, and to

fulfill its responsibilities for participation through effective communication and education.

## **2020 Sustainability Direction objectives**

- *Effective service delivery – Services and service levels, and business plans and budgets for external and internal programs are aligned to long-term goals, policies, and citizen priorities through regular review and citizen engagement.*
- *Engagement and empowerment – The City's programs and services are reflective of the voice of citizens and citizens can play active roles in their communities and The City's processes.*

## Guiding Questions

- *Does this provide opportunities for involvement in the City's planning and decision-making processes?*
- *How were the public and stakeholders consulted in the development of this proposal?*
- *Were persons from disadvantaged social groups specifically consulted?*
- *How are persons affected by the proposal included in the decision-making process?*
- *Have communication and education strategies been designed to include persons whose first language is not English or persons with visual or hearing impairments?*

## Supporting policies

*Fair Calgary. 2008.*  
*Social Sustainability Framework &. Funding Priorities for Family and Community Support Services. 2008.*  
*Calgary Civic Sport Policy. Policy Mandate. 2005.*  
*Calgary Civic Arts Policy. Guiding Principles. 2004.*  
*Engage! Policy. Engage Cornerstones and Guiding Principles. 2003.*  
*Affordable Housing Strategy. 2002.*



## Integrated decision-making and working with regional partners

The City of Calgary recognizes that good decision-making requires consideration of a full range of factors, involving multiple disciplines and ways of thinking. The full spectrum of both the risks and opportunities to advance sustainability must be evaluated at every stage of planning and decision-making. The City is committed to ensure that all decisions and actions are undertaken using a Triple Bottom Line and Integrated Risk Management approach.

The City of Calgary has an important role to play in supporting the long-term viability of the city and the region. The City works with its regional partners to ensure that growth is managed effectively to achieve the goal of long-term urban sustainability. The City also works collaboratively with the regional partners on servicing, watershed issues and other matters of mutual concern.

### 2020 Sustainability Direction objectives

- *Risk management – The City reduces risks to financial sustainability which in turn reduces risks to The City’s ability to provide needed infrastructure and services (consistent with The City’s Integrated Risk Management approach).*
- *Flexibility – The City is able to respond to changing circumstances, which may relate to social, economic, environmental, or political conditions.*
- *Credibility – The City achieves financial performance in a way that achieves and maintains public confidence in the municipal corporation.*

### Guiding Questions

- *How does the decision integrate economic, social and environmental objectives?*
- *Has this initiative been evaluated using the Triple Bottom Line framework, the 2020 Sustainability Direction, and the Integrated Risk management framework?*
- *Does this initiative build on or promote a positive working relationship with Calgary’s municipal neighbours and regional partners?*

- *Does this initiative promote long-term urban sustainability in the region?*
- *Does this initiative promote working with municipal neighbours to manage servicing or watershed protection?*
- *Are community groups or other orders of government partnering to deliver services?*
- *Is The City collaborating with other organizations to share the responsibility for urban sustainability?*

### Supporting policies

*Framework for Growth and Change. 2011.*  
*Intermunicipal Development Plan, 2010.*  
*Enhanced Maintenance Agreement and Infrastructure Agreements. 2009.*  
*Municipal Development Plan. 2009.*  
*Sustainable Environmental & Ethical Procurement Policy. 2008.*  
*Calgary Region Airshed Zone (CRAZ) Particulate Matter and Ozone (PM03) Management Plan. 2008.*  
*Environmental Policy. 2007.*  
*Nosecreek Watershed and Water Management Plan. 2007.*  
*Triple Bottom Line Policy. 2005.*  
*Integrated Risk Management Policy. 2004.*  
*Corporate Workplace Framework. 2003.*  
*Civic Partnerships Guide to Policy & Administration. 2002.*  
*Open Space Plan. 2002.*  
*Policy for Utility Extensions Beyond The City’s Boundaries. 1992.*

## Accountability, transparency and good governance

Effective governance is essential to ensuring our sustainable future. The City of Calgary strives for continual improvement of its policies, actions and decisions through a commitment to accountability, transparency, inclusiveness and good governance. Performance measures and reporting area components of accountability.



## 2020 Sustainability Direction objectives

- *Flexibility – The City is able to respond to changing circumstances, which may relate to social, economic, environmental, or political conditions.*
- *Credibility – The City achieves financial performance in a way that achieves and maintains public confidence in the municipal corporation.*
- *Effective service delivery – The City delivers services and programs efficiently through a culture of progression and creativity that supports innovation and is adaptable to changing needs and pressures.*

## Guiding Questions

- *How does this initiative facilitate effective and efficient governance?*

- *How will this initiative ensure transparency and accountability in decision-making?*
- *Have performance measures and reporting been developed for this initiative? Do these measures include outcomes and levels of satisfaction experienced by Calgarians?*

## Supporting policies

2020 Sustainability Direction. 2010

Intermunicipal Development Plan. 2010

Triple Bottom Line Policy. 2005.

Multi-Year Budgeting Policy for The City of Calgary. 2005.

Performance Measures Framework. 2005.

Integrated Risk Management Policy. 2004.

Engage! Policy. 2003.

Calgary Civic Arts Policy. 2004.



## Policies and Documents Reviewed

- 2020 Sustainability Direction. 2010.
- 80/20 by 2020 Waste Diversion Strategy. 2007.
- Access Design Standards. 2010.
- Accommodating Growth 2009-2011: Coordinating Municipal Capital Investment. 2009.
- Acquisition of Affordable Housing Lands for Municipal Purposes. 2005.
- Affordable Housing Implementation Plan. 2003.
- Affordable Housing Strategy. 2002.
- Asset Management Strategy. 2003.
- Bicycle Policy and Needs Report. 2008.
- Calgary Civic Arts Policy. 2004.
- Calgary Climate Change Accord. 2009.
- Calgary Climate Change Action Plan Target Minus 50. 2006.
- Calgary Corporate Accessibility Policy. 2005.
- Calgary Heritage Strategy. 2008.
- Calgary Metropolitan Plan. 2009.
- Calgary Sister Cities (Selection and Evaluation Processes). 1995.
- Calgary Region Airshed Zone (CRAZ) Particulate Matter and Ozone (PMO<sub>3</sub>) Management Plan. 2008.
- Centre City Plan. 2007.
- City of Calgary Homelessness Strategy. 2004
- Civic Partnerships Guide to Policy & Administration. 2002.
- Clean to the Core. 2006.
- Cycling Strategy. 2011.
- Calgary Civic Sport Policy. 2005.
- Community Association Policy Framework. 2003.
- Community Capital Conservation Grant. 2009.
- Community Services Program Policy. 2006.
- Community Standards Policy. 2004.
- Construction and Demolition Waste Strategy and Action Plan. 2007.
- Corporate Accessibility Policy. 2005.
- Corporate Public Art Policy. 2009.
- Corporate Workplace Framework. 2003.
- Employment Centre Strategy. 1999.
- Engage! Policy. 2003.
- Enhanced Maintenance Agreement and Infrastructure Agreements. 2009.
- Environmental Development Review Policy. 2006.
- Environmental Policy. 2007.
- Environmental Reserve Setback Guidelines, 2007.
- Fair Calgary Policy. 2008.
- Family and Community Support Services Policy. 2011.
- General Planning Criteria For Special Care Facilities In Residential Areas.
- imagineCALGARY Long Range Plan for Urban Sustainability. 2006.
- Industrial Land Strategy. 2004.
- Integrated Pest Management (IPM) Plan. 1998.
- Integrated Risk Management Policy. 2004.
- Intermunicipal Development Plan. 2010
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- Municipal Emergency Plan. 2010.
- Multi-Year Budgeting Policy for The City of Calgary. 2005.
- Natural Areas Management Plan. 1994
- Nosecreek Watershed and Water Management Plan. 2007.
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- Pathway and Bikeway Plan. 2000.
- Pedestrian Policy and Needs Report. 2008.
- Performance Measures Framework. 2005.
- Policy for Utility Extensions Beyond The City's Boundaries. 1992.
- Recreation Master Plan 2010-2020. 2010.
- Social Sustainability Framework &. Funding Priorities for Family and Community Support Services. 2008.
- Stormwater Management Strategy. 2005.
- Summary of the Report of the Royal Commission on Aboriginal Peoples. 1999.
- Sustainable Building Policy. 2008.
- Sustainable Environmental and Ethical Procurement Policy. 2008.
- Total Loading Management Plan. 2008.
- Traffic Calming Policy. 2003.
- Transit Oriented Development Policy Guidelines. 2004.
- Triple Bottom Line Policy. 2005.
- Urban Forest Strategic Plan. 2007.
- User Fees and Subsidies Policy. 2008
- Waste and Recycling Services – Calgary's Journey: Past, Present and Future. 2003.
- Water Efficiency Plan. 2005.
- Welcoming Community Policy. 2011.
- Wetland Conservation Plan and Policy. 2004.

# TRIPLE BOTTOM LINE POLICY FRAMEWORK UPDATE

Corporate Economics  
Community & Neighbourhood Services  
Environmental & Safety Management  
Land Use Planning & Policy  
Office of Sustainability

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