

Calgary



City Building Program

Phase 1, 2 & 3 – Interested Parties Engagement

What We Heard Report

Executive Summary

Project Overview

Calgary is preparing for a future of growth and opportunity as its population approaches two million. The City Building Program aims to align and strengthen The City's planning tools to create a thriving, sustainable city for everyone. This program will produce the Calgary Plan, a unified document merging the Municipal Development Plan and Calgary Transportation Plan; the Zoning Bylaw, which will simplify land use and building rules; and the Street Manual, which will guide street design for safe and accessible travel. Together, these documents will offer a clear, 30-year vision for growth and a 10-year action plan.

This report focuses on the engagement conducted with **interested parties**, including organizations and representatives (such as the development and building industry, community groups, and non-profit organizations) expressing specific interest in one or more aspects of the City Building Program. The objective of this engagement was to understand the unique perspectives of industry and community groups and provide valuable subject matter expertise to integrate into the development program deliverables.

Engagement Overview

From October 2023 to July 2024 (approximately 10 months), a series of targeted engagement sessions with interested parties were conducted. These sessions included workshops, one-on-one meetings, and opportunities to learn about the plans tailored to the unique interests of these groups. While this report focuses on feedback from interested parties for this period of engagement, engagement with other communities was conducted throughout this time frame and summarized in other reports, which can be accessed at calgary.ca/citybuilding.

What We Asked

The engagement with interested parties sought to understand:

1. **What** subject-matter expertise and perspectives they have to share on a variety of relevant topics.
2. **How** the work of their organization plays an important role in shaping Calgary's growth and development.
3. **How** their feedback could help to refine draft directions to better address shared goals and priorities.

What We Heard

During the engagement process for the City Building Program, a wide range of feedback was gathered to inform updates and refinements. Key themes that emerged included:

- **City of Calgary Policy:** Participants emphasized the importance of aligning policies with other City documents, fostering innovation, creating clear and simple policies, establishing flexible frameworks, and ensuring future assessment methods are robust.
- **City of Calgary Processes:** Concerns were raised about the permitting process, its alignment with the Calgary Plan, and challenges related to infrastructure development.
- **Housing, Density, and Development:** Participants highlighted the need for diverse and affordable housing, affordability-related costs, community impacts of development, concerns about increased density, incentives for industry, incorporating local context, and addressing interactions between zoning and land use policies.
- **Climate and Environment:** Feedback called for stronger integration of climate considerations into development and construction, as well as clearer emphasis on ecological factors within the plan.
- **Mobility:** Participants discussed transit and transit-oriented development, accessibility, street design and connectivity, active transportation options, parking concerns, and the economic feasibility of implementing mobility-related policies.
- **Economic Considerations** – Feedback on costs and financial feasibility, the competitiveness of Calgary and the economic environment in the City, attracting private investment and striking a balance with public investment.
- **Social Considerations** – Feedback on equity and equity-denied groups, inclusivity, accessibility, addressing homelessness and safety.

Next Steps

The feedback summarized in this report has been instrumental in refining the draft Calgary Plan, Zoning Bylaw and Street Manual – helping the project team address gaps, clarify areas of confusion, and align the plan more closely with Calgarians’ priorities.

Building on these insights, the project team will finalize revisions to the draft plan ahead of key milestones. The final draft Calgary Plan will be presented to the Infrastructure and Planning Committee (IPC) on December 11, 2024, for review and recommendation to proceed to Council. Pending IPC’s recommendation, the plan will proceed to Calgary City Council for a public hearing in early 2025, providing a final opportunity for public input before adoption.

These next steps mark a critical phase in the development of the Calgary Plan as the City moves closer to adopting a forward-looking framework to guide growth, development, and sustainability for the coming decades.

Ongoing engagement and work on the Zoning Bylaw and Street Manual will occur in 2025.

1.0 Program Overview

1.1 Program Background

Calgary is a city of opportunity and choice. As our city's population approaches two million, The City of Calgary must prepare to support this growth. The City Building program will align and strengthen The City's plans and tools to create a place where everyone can thrive.

The City Building program will produce the Calgary Plan, Zoning Bylaw, and Street Manual. These three documents will work seamlessly to create a clear, concise and central 30-year vision along with a 10-year action plan for Calgary's future growth and development.

- The Calgary Plan will merge the existing Municipal Development Plan and Calgary Transportation Plan into one updated document. This statutory plan will guide the way we move and use land across the city.
- The new Zoning Bylaw (currently called the Land Use Bylaw) will simplify the rules that govern the use of land and the shape of buildings in our city.
- The new Street Manual (currently called the Complete Streets Policy & Guide) will provide an updated direction for the design of Calgary's streets to support safe travel options for all Calgarians.

What is the Calgary Plan?

The current Municipal Development Plan (MDP) is The City's highest-level planning document. It guides future land use, built form, and growth for Calgary. The Calgary Transportation Plan (CTP) guides the city's mobility networks. Combining these plans together ensures land use and mobility planning are integrated, better aligning the way we build and move through the city.

The Calgary Plan is exploring the following items:

- Simplified goals
- Updated City Structure map addressing the growth and structure of Calgary
- Consolidated policies from the MDP and CTP removing conflicting direction and redundancy
- The addition of new policies reflecting other approved City documents and reinforcing climate, equity, and Truth and Reconciliation

1.2 Why does this program matter?

Calgary is growing rapidly. For our city to remain a great place to live, we need to take intentional actions now. This will ensure we create a city that provides more choice for every Calgarian. This program sets the plans and tools that will enable strong development outcomes over time. These outcomes are:

- Improving ways to get around by providing safe, efficient, and appealing travel options for all Calgarians.
- Building attractive neighbourhoods and spaces that offer lifestyle choices to residents, families, and businesses.
- Supporting economic development by building a city that attracts talent and investment. Simpler processes, more flexible rules and a quicker path to saying “yes” will make it easier to start or grow a business.
- Improving housing security and choice by increasing the amount and variety of market and non-market homes in Calgary.
- Acting boldly on climate change by supporting more resilient and sustainably built homes, offering more sustainable mobility options and protecting our trees, parks and rivers.
- Enhancing relationships with Indigenous peoples by reflecting community priorities, honouring places of significance and incorporating Indigenous knowledge. This brings together both Indigenous and western worldviews to achieve a more equitable and inclusive city.

2.0 Engagement Overview

2.1 Engagement Objectives

During the engagement process for the City Building Program, the project team set out to achieve several key objectives:

- Present an accessible overview of the draft City Building Program deliverables to Calgarians.
- Gather feedback on whether participants support the directions outlined in the different draft documents.
- Identify gaps or missing elements between public expectations and the City's current actions and priorities.
- Understand which aspects of the draft Calgary Plan, Zoning Bylaw and Street Manual are of greatest concern to participants.
- Determine potential changes to the draft plans that could enhance quality of life in Calgary.

2.2 Methodology

Outreach

At the outset of the engagement process, the City Building project team contacted identified interested parties to share the purpose of the program and learn about their interest and capacity to participate. Program updates and engagement opportunities were shared widely through direct emails to organizations over the course of all three phases, allowing groups to opt-in to participate.

Community toolkit materials were also provided to interested parties to share public engagement opportunities with their members and communities.

Tactics and Discussions

A range of engagement tactics was employed to ensure participants could engage with the process in various ways. These tactics included:

- **Workshops:** Interactive sessions held both online and in-person, where participants received information about the plan and had opportunities to ask questions and provide feedback on its directions.
- **Lunch and Learns:** Informative online sessions during lunch breaks, allowing participants to learn about updates to the plan and ask questions directly to the project team.
- **Targeted Sessions:** Tailored sessions designed to meet the specific needs of industry partners and community groups, providing them with customized opportunities to offer feedback.

- **Interviews:** One-on-one interviews with specific representatives to gather detailed feedback on the plan's direction.
- **Webinars:** Online presentations providing an overview of the plan, featuring an interactive component where participants could ask questions of the project team.

Interested parties were also encouraged to learn about the draft direction and share feedback through the public engagement tactics, such as the Engage portal and online survey.

2.3 Audiences

From Fall 2023 to Summer 2024, the City Building team engaged nearly 300 organizations across sectors shaping Calgary's growth. These organizations included development and building industry, community groups, non-profits, businesses, academic institutions, religious institutions, government agencies, advocacy groups and more.

The team directly contacted 142 organizations from across the city, many of which served as umbrella groups connecting additional interested parties, for instance:

- Calgary Alliance for the Common Good (28 member institutions)
- Federation of Calgary Communities (262 community organizations)
- BILD Calgary (600+ member businesses)

In total, 292 organizations engaged in at least one CBP opportunity, contributing a wealth of expertise, lived experience, and diverse perspectives. These insights have been pivotal in shaping the documents that make up the City Building program, ensuring it reflects the broad spectrum of voices influencing Calgary's future. Moving forward, the team remains committed to collaborating with these groups on the Zoning Bylaw and other initiatives critical to Calgary's growth and development.

Table 1: Summary of participation in City Building Program Interested Parties Engagement Sessions

Engagement Opportunities	Dates	Number of Attendees
Workshop		
City Building Series: BILD/NAIOP	November 29, 2023	35
City Building Workshop: Community Advocacy	December 6, 2023	6
Community Association Workshop	February 3, 2024	41
City Building Program: General Community Workshop	February 22, 2024	9
City Building Program: Economic Development Workshop	February 27, 2024	6

City Building Program: General Community Workshop	March 4, 2024	12
City Building Series: BILD/NAIOP	March 5, 2024	31
City Building Series: BILD/NAIOP	March 6, 2024	19
Climate Advisory/ Biodiversity Advisory Committees - City Building Workshop	March 5, 2024	16
City Building Program: Inter-Committee Feedback Workshop	March 6, 2024	12
Industry Workshop: Draft Calgary Plan	July 3, 2024	26
Industry Workshop: Draft Calgary Plan	July 16, 2024	39
Interviews		
City Building: Interview with Calgary Construction Association	January 23, 2024	1
City Building Engagement with Calgary Municipal Land Corporation (CMLC)	March 8, 2024	3
Calgary Plan Lunch and Learns		
City Building Program: Lunch and Learn	June 25, 2024	12
City Building Program: Lunch and Learn	June 27, 2024	6
City Building Program: Lunch and Learn	July 3, 2024	10
City Building Program: Lunch and Learn	July 15, 2024	17
Discussion		
BIA Check In	January 15, 2024	19
CICBA Meeting	May 8, 2024	6
BILD Calgary Session: What is the draft Calgary Plan trying to achieve?	July 30, 2024	20
BILD Calgary Session: Accommodating a growing city	July 30, 2024	20
Calgary Plan Office hours	July 30, 2024	9
BILD Calgary Session: Built Systems	July 31, 2024	17
BILD Calgary Session: Protecting, connecting and integrating natural spaces	July 31, 2024	17
BILD Calgary Session: Creating walkable, complete communities; Achieving quality	July 31, 2024	17

design outcomes; Building a strong downtown		
BILD Calgary Session: Strengthening Calgary's economy	August 1, 2024	14
BILD Calgary Session: What We Heard	August 1, 2024	13
Webinar		
Impacts on Housing Webinar	March 6, 2024	173
ULI Member Event		
CBP Presentation and Panel	October 1, 2024	N/A (approx. 90)

See [Phase 1 & 2 Equity-denied Communities What We Heard Report](#) for additional engagement with community organizations serving equity-denied groups. Note: Feedback from Fall 2024 will be incorporated in future reports.

3.0 What We Heard

During the City Building Program engagement process information was gathered and shared with the project team to inform updates to the plan. Key themes that emerged included:

- **City of Calgary Policy** – Feedback on policy alignment with other documents, its innovation, future assessment methods, clarity and simplicity, and the need for flexibility.
- **City of Calgary Processes** – Concerns about the permitting process, its alignment with the plan, and infrastructure-related challenges.
- **Housing, density and development** – Feedback on housing choices and affordability, costs associated with affordability, community impacts of development, incentives for industry, incorporating contextual considerations, and interactions with land use policies.
- **Climate and environment** – Comments on how climate considerations are integrated with development and construction, and how ecological factors are being addressed within the plan.
- **Mobility** – Feedback on transit and transit-oriented development, accessibility, street design and connectivity, active transportation modes, parking considerations, and the economic feasibility of implementing new policies.
- **Economic Considerations** – Feedback on costs and financial feasibility, the competitiveness of Calgary and the economic environment in the City, attracting private investment and striking a balance with public investment.
- **Social Considerations** – Feedback on equity and equity-denied groups, inclusivity, accessibility, addressing homelessness and safety.

A more detailed breakdown of the feedback is as follows:

City of Calgary Policy

Policy Alignment

- *Provincial and Federal Policies:* Questions on how the plan aligns with the Municipal Government Act (MGA) concerning Environmentally Significant Areas (ESA).
- *Inclusionary Zoning:* Questions about the integration of non-market housing types and the specific requirements such as the 15% non-market housing rule, and its alignment with broader legislative frameworks and City strategies.
- *Integration and Coherence Across Policies:* Need for policies to be integrated and coherent across various sections of the Calgary Plan, ensuring that they align with overarching strategies and goals, such as those for climate and sustainability policies, responsible waste management and renewable energy encouragement.
- *Policy Level Consistency:* Need for policy to focus on the ‘what,’ leaving the ‘how’ to lower-level plans.

- *Future Growth and Engagement:* Interest in understanding future growth areas, agreements between regional municipalities, and engagement with interested parties like the YYC Calgary Airport Authority.
 - *Transparency:* Importance of transparency in delineating existing major activity centers and proposed transit expansions on the map was highlighted.
 - *Data Accessibility and Alignment:*
 - Importance of making urban structure layers and policy areas readily available in open data formats, ensuring consistency in the review process, and aligning internal teams and city structures to support the integration of documents like the MDP and CTP.
 - Need for mapping interfaces that allow for easy toggling between different planning documents and levels of policy and regulation to better understand connections and alignment between them was emphasized.
 - *Local Area Planning Process:* Need for Local Area Plans (LAPs) to be completed before finalizing the high-level map to ensure alignment and avoid confusion.
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Policy Innovation

- *Support Innovation and Flexibility:*
 - Call to incentivize innovation and adopt a "yes" approach to business proposals and initiatives.
 - Providing support for new ideas and ventures while considering the evolving needs of businesses, especially in terms of mobility and infrastructure requirements.
 - *More Visionary Planning:* Desire for the city structure map in the Calgary Plan to reflect a more forward-looking approach, being more aspirational and emphasizing the future goals that achieve this future. This included considerations for judicious densification, climate change adaptation, urban canopy, and future recreation and school sites as well as green spaces.
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Policy Assessment and Metrics

- *Communication and Review:*
 - Need for communication of growth targets and policies, how they were identified, and a comparison with other comparable cities.
 - Suggestion to build "checkpoints" for reviewing metrics on a regular basis, specifically of growth metrics, targets and alignment of city budgets with the aspirations of the Calgary Plan.
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Clarity and Simplification

- *Roles and Understanding:* Build common understanding and clear interpretation between planners and industry. Clarifying what planners will be looking for in applications.
- *Visual Tools and Maps:* Appreciation for the use of visual tools like maps to aid in understanding and planning, with suggestions to enhance these tools for accessibility and clarity.

The Calgary Plan

- *Definitions:*
 - Need for clarity in defining terms such as "neighbourhood" and "community" and a clearer understanding of the purpose and guiding principles of the City Structure map.
 - Need for more concise and precise statements in the Calgary Plan to enhance understanding and implementation and clear, interpretable policies with minimal strong language to avoid misinterpretation.
 - Need for clarity around the definitions of the indicators making them easier to understand.
- *Language:*
 - Concerns about the lack of clarity and potential confusion in policy language, particularly regarding terms like "must" and "enabling," and the application of policies across different plan areas.
 - Clarifications sought on the usage of terms "should" and "shall" compared to the current MDP.
- *Practical Implementation and Audience Consideration:*
 - Challenges in practically implementing the MDP were mentioned and suggestions for simplifying and shortening the document were made.
 - Clarity is needed on the purpose and audience of the Calgary Plan.
 - Desire for interactive maps and dashboards to enhance accessibility and understanding of the plan's goals and progress measures.
- *Need for Specificity:* Desire for more specificity and detail on the city structure map, including the inclusion of specific areas, roads, pathways, and transit connections.
- *Detailed Structure across Scales:* Providing a structured approach at both city-wide and quadrant levels with more detail and connections to zoning can enhance document clarity and use.
- *Structure and Connections:* Need to focus on understanding the structure of the city and its connections, including land use districts, main streets, and regional transit connections. Better distinctions need to be made between different transit types (LRT and BRT), main streets, and activity centers to enhance understanding of mobility and navigation.

Zoning Bylaw

- *Zoning Matrix:*
 - Appreciation for the move towards simplification in the zoning matrix but emphasized the importance of maintaining balance and avoiding over-simplification.
 - There was a call for more clarity in the matrix regarding exemptions, permitted uses, and the meaning of the blank spaces on the matrix.
 - Improvements such as more permitted uses, flexibility in setback requirements for infill projects, and the need for alignment with developer and builder perspectives.
 - Satisfaction with the significant consolidation of uses, particularly in commercial areas.
 - Appreciation for the reduction in the number of restaurant uses and the consolidation of certain categories; however, there were concerns about the arrangement of certain uses and the need for more clarity on specific uses, such as alcohol and cannabis.
- *Potential Bylaw Transition and Implementation Challenges:* Concerns about challenges related to the transition and implementation of the new zoning matrix. A need for a clear transition timeline and plan when moving from the land use bylaw to the Zoning Bylaw. The importance of understanding how the new zones align with the current zoning regulations to prevent confusion and ensure continuity in the interim development processes.

Street Manual

- *Clarity in Policy and Implementation:* Need for clarity and alignment between policy objectives and implementation strategies. Challenges of interpreting and applying street design guidelines and regulations effectively were highlighted.

Prescription vs. Flexibility

- *Responsiveness to Market Demands:*
 - Appreciation for the possibility of a relaxation of parking standards and desired more flexible zoning districts to accommodate changing market demands.
 - The R-CG zoning designation was praised for its flexibility, potentially enabling more market-responsive development options.
 - Need for policies and regulations to allow for natural evolution and adaptability in response to market dynamics. The traditional approach of discrete land uses may not be suitable for the changing landscape of retail, office, employment, and industrial markets.
- *Active Modes:* Need for consolidated guidelines for alternative mobility options and more permitted uses to streamline the development process.

- *Regulations Becoming Barriers:*
 - Concerns about inflexible regulations and policies that hindered development and innovation, such as parking minimums, setbacks on certain streets, tree replacement policies, and noise attenuation standards. These regulations were perceived as barriers to more sustainable and flexible development.
 - Need for removal of barriers to development, such as inefficiencies in approval processes and off-site levies, can contribute to a more diverse and accessible housing market.
 - *Flexibility and Diversity in Zoning:* Need for more flexibility in zoning and district regulations to support diverse housing products and services and changing needs, promoting the development of missing middle housing and creating walkable areas with remote working opportunities.
 - *Maintenance and Flexibility:* Importance of maintenance, particularly in winter, and advocate for flexibility in street design documents to accommodate different contexts and needs. This includes considerations for snow storage, tree space, and right-of-way management.
 - *Policy Language:* Need for policy language to be flexible to enable real-world application and adaptability. Particularly regarding electric vehicle infrastructure, optimization terms, stormwater requirements, and integration of green stormwater solutions.
 - *Finding the Right Balance:* Tension between the prescriptiveness of design policies and the need for flexibility to adapt to various contexts and innovations in design.
 - *Acknowledging Different Needs:* Questions about policies addressing the difference between urban and suburban contexts, the needs and contexts require different approaches.
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City of Calgary Processes

Permitting Process

- *Cumbersome Process:* Concerns about the time and cost associated with the City's approval processes, noted to be challenging, lacking consistency and becoming more difficult over time. The discretionary bylaw process was specifically mentioned. Suggestions made to shift the focus from report preparation to process improvements to improve development timelines.
- *Infrastructure Planning and Implementation:* Importance of infrastructure planning and development to support both greenfield and existing communities. Streamlining approvals, lowering offsite levies, and funding infrastructure projects through offsite levy funds were suggested as ways to reduce costs and support business growth.

- *Process Transition:* Transitioning from old policies to newer ones requires clear direction and guidance.
 - *Draft Zoning Bylaw Release and Communication:* Questions about the communication process between interested parties and the City, the timeline for the release of draft versions of the zoning matrix, and the consideration of feedback from developers, builders, and architects in the field. Interest in understanding how the new zoning matrix will impact various aspects of development, such as parking requirements and the designation of different zones for specific uses.
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Process and Plans Alignment

- *Coordination and Alignment of Plans:* Call for better coordination and alignment between land use and transportation plans. Need for the documents to speak to one another and for transportation planning to consider all forms of mobility. Expectations regarding infrastructure and congestion need to be aligned among the public, Councilors, and professionals.
- *Streamlining and Alignment:* Need to streamline and align policy communication across planning documents such as Local Area Plans (LAPs) and Area Structure Plans (ASPs). Ensuring policy connectivity across different government levels and reducing contradictions between higher-level and fine-grained policy documents.
- *Infrastructure and Development Coordination:*
 - Concerns about the coordination between infrastructure planning and the MDP, particularly in areas experiencing redevelopment.
 - Importance of planning for infrastructure requirements and ensuring that development aligns with existing infrastructure capacities was stressed.
- *Policy Complexity and Clarity:* Concerns about policy overload and layered documents, making it challenging to understand. Call for simplifying documents like the MDP and making policies more precise and concise to avoid misinterpretation and conflicting priorities.
- *More Clarity and Details:*
 - Need for clarity on aspects such as the purpose of activity support areas, safety considerations, and inclusion of finer details for downtown areas and local area plans.
 - Questions about how to apply the Healthy YYC Playbook and what relationship Local Area Plans have.
 - Need to understand what the public experience of these activity areas is (i.e. groceries, health care, along with other shopping and amenities).
- *Holistic Planning:* Importance of considering a multitude of factors that make for a great city (such as safety, accessibility, housing options, infrastructure development,

community character, and environmental sustainability), ideally including these in the City Structure Map and within planning processes.

City of Calgary Infrastructure

- *Challenges in Infrastructure and Regulation:*
 - Concerns about infrastructure challenges, such as water supply, and regulatory hurdles, including permitting timelines and building codes.
 - Need for streamlined processes and updated policies to accommodate evolving housing needs, particularly in the face of affordability concerns.
 - Concerns about the balance between growth in housing and the City's ability to fund necessary public infrastructure and amenities.
 - Concerns about building density and infrastructure capacity, particularly regarding housing affordability and the development process.
 - *Sustainability:* Questions about the long-term sustainability of focusing growth on infill redevelopment. Importance of planning for infrastructure requirements and ensuring that development aligns with existing infrastructure capacities was stressed.
 - *Transit and Infrastructure:* Need for tying zoning regulations to transit accessibility, infrastructure capacity, utility provisions, and pathways connectivity.
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Housing, Density and Development

Housing Choice and Affordability

- *Further Articulate Housing Diversity:* The Calgary Plan should better articulate the opportunities for diverse housing options to address varying needs within the community. There is also a need to incorporate affordability metrics to ensure that housing remains accessible to all Calgarians.
- *Changing Housing Preferences and Related Regulations:* Questions on shifting housing preferences away from single-detached homes towards townhouses and semi-detached units. However, current regulations and review processes may not adequately support these housing types, necessitating updates and streamlining of procedures to accommodate evolving needs.

- *Affordability and Equity:*
 - Importance of improving access to affordable housing citywide.
 - Need to address inequities caused by inflationary burdens, off-site levies, and zoning restrictions that limit the diversity of housing options.
 - Need for financial incentives to facilitate the creation of solutions like secondary suites as well as purpose-built rental units.
 - Sustainability requirements impacting affordability were raised as concerns.
 - Emphasis on the need for more affordable housing options, with a particular focus on affordable options for students, in areas close to universities and accessible by transit.
 - Added flexibility for non-market and other social housing in zoning bylaws.
- *Collaboration:*
 - Collaboration between all levels of government is essential to address housing affordability.
 - Garnering feedback from industry partners can lead to more effective development solutions.
- *Policy and Process:* Streamlining policy, removing barriers, and providing incentives can encourage the development of affordable housing.
- *Diversity and Flexibility:*
 - Importance of housing diversity, including the need for more flexible zoning regulations to accommodate different housing types, sizes, and affordability levels.
 - Participants advocate for incentivizing options like three-bedroom apartments, multi-generational housing, promoting mixed-use zones, and supporting student housing initiatives.
 - Call for zones that promote subsidized housing, co-op style housing, laneway housing, and other affordable options integrated within neighborhoods.
 - Affordable single-detached homes and larger homes with green space remain in demand.
- *Promoting Walkable Communities:*
 - Recognition that single-detached homes alone cannot achieve walkability, and there's a need for more mixed-use developments within walking distance of all homes.
 - Challenges in transitioning towards enhanced walkability when mid-stream in development projects, particularly in the greenfield contexts, were expressed.
- *Density and Rental Resistance:*
 - Need to understand market preferences, adjust zoning regulations to accommodate diverse housing options while ensuring community acceptance and make higher density projects more attractive and in turn valued within communities.

- Single-detached homes drive demand on the city's outskirts, however, there's resistance to rental buildings in communities despite their potential to address housing shortages.
 - *Development Focus and Strategic Goals:*
 - Concerns about the focus on developing areas and the lack of direction for managing growth in developed areas with aging infrastructure.
 - Issues with prioritizing growth in established areas versus greenfield and the potential impact on accommodating population growth.
 - Need for policies to balance development with maintaining opportunities for single-family homes in the inner city.
 - *Retrofit Design:* Suggestion to include more explicit considerations for retrofit and adaptable designs, not just new builds.
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Cost and Affordability

- *Balancing Affordability and Innovation:*
 - Importance of balancing innovation in housing design and construction with overall affordability.
 - Meeting environmental requirements and building codes is said to drive up costs, making it challenging to deliver affordable solutions.
 - A need for more efficient and cost-effective approaches to development and planning.
 - *Policy and Quality:* Concerns about the impact of new policies on housing affordability and the tax base. Queries about the impact of high-quality urban design on the affordability of new builds.
 - *Affordability and Trade-offs:* Concerns about the implications of various policies on affordability, especially in relation to non-market housing requirements and the balance needed between design regulations and housing costs.
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Community Impacts

- *Complete Communities and Neighbourhood Equity:* Call for creating complete communities that offer equitable access to mobility choices, amenities, and services.
- *Allow Retail Development to Respond to Demand:* Recognition of the need to balance retail development based on market demand and feasibility. Allowing developers to make choices where retail makes sense and avoiding over-encouraging it where it doesn't make sense can help create vibrant commercial spaces that attract businesses and consumers alike.

- *Integration of Amenities and Mixed-Use Developments:*
 - Recognition of amenities such as grocery stores and local businesses acts as anchors for communities.
 - Mixed-use developments that integrate residential, commercial, and recreational spaces are becoming more desirable.
 - Access to amenities and the quality of the surrounding area influence consumer behavior and the attractiveness of office and retail spaces.
 - Increasing demand for communities with diverse amenities within close proximity, reducing the need for driving.
 - These expectations are increasing even in suburban areas, leading to the development of communities that meet the employment, life, and cultural needs of residents, highlighting the importance of promoting diverse urban environments.
 - *Shifts in Retail, Office, and Industrial Dynamics:* Recognition that the retail landscape is evolving with the rise of online shopping and industry is seeing the consolidation of retail locations. There is still demand for suburban office spaces, but hybrid work models are becoming prevalent.
 - *More Nuanced Development:* Need for zoning regulations that allow for nuanced and tailored development opportunities considering factors like lot suitability, transition between different housing types, and context-specific design. Participants emphasize the importance of new developments being contextual to existing neighborhoods, considering architectural context, street widths, and neighborhood character in their design.
 - *Improved Community Engagement:* Emphasis on continuing to capture public input to enable better community planning and ensuring that zoning regulations reflect local context and community needs. Support for discretionary zoning to allow for more localized decision-making.
 - *Adaptive Zoning:* Questions on whether the rules would be responsive and adaptive to site-specific requirements, how expectations change depending on surrounding context.
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Industry Incentivization

- *Energy Efficient Features:* Recognition of interest from home buyers to reduce energy consumption, incentives for homebuilders were mentioned as key drivers for seeing net zero adoption. Participants suggested that incentivizing choices like solar panels could help accelerate the transition.
- *Leverage Transit-Oriented Development:* Frustration expressed with current TOD requirements and suggested that improved allowance for more units could incentivize TOD growth.
- *Regulatory Incentives for Net Zero and Accessible Housing:* Interest in regulatory incentives to encourage the development of net-zero and accessible housing. Challenges related to

the cost of achieving net-zero standards and suggest incentives such as bonus density and tax waivers to offset these costs.

- *Density Bonuses:* Questions about creating zoning regulations that include density bonuses for developers that integrate a percentage of affordable housing or public amenities into projects to incentivize creation.
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Land Use Considerations

- *Community Spaces and Amenities:* Need for consideration of community gathering spaces, such as churches and community centers, and ensuring access to amenities like parks, gardens, and green spaces.
 - *Transitional and Flexible Zones:* Need for the creation of transitional zones with specific requirements to soften abrupt changes between different parts of the city. They also stress the importance of flexible zones that can adapt to varying demands and uses, including mixed-use developments and home-based businesses.
 - *Enhance Heritage Preservation:*
 - Importance of considering heritage aspects in zoning regulations, including rules specific to heritage properties and the preservation of existing setbacks and characteristics, to protect historic buildings and districts while allowing for compatible new development can help maintain the culture heritage of community while addressing housing needs.
 - The importance of preserving historic buildings and character within neighborhoods was emphasized.
 - *TOD Buffer Zones:* Questions about the appropriateness of TOD buffer zones, particularly their potential restrictive nature in different contexts like greenfield areas.
 - *Specific Use Cases and Categories:* Questions about specific use cases and categories within the zoning matrix, specifically the classification of certain uses, such as distilleries, building supply centers, and recycling drop-off facilities. Concerns about the absence of certain uses, such as drive-throughs in commercial zones, and the implications for businesses and development in those areas.
 - *Public Art:* Importance of formalized responsibility for the maintenance of public art, highlighting a need for practical and economically sensible approaches.
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Industrial areas

- *Development:* Support for increased development and flexibility in industrial areas to enhance affordability and competitiveness, including potential expansion of designated "dark purple" industrial zones.
- *Support:* Frustration with the lack of action in investment to drive that sector.

- *Employment Opportunities:* Need for the designation of industrial areas on the map and their integration with commercial and large box uses. Participants advocate for evolving employment opportunities and growth plans in industrial zones.
- *Opportunity Loss:* Concerns about industrial development shifting to regional districts due to cost considerations, posing challenges in terms of talent attraction and co-location with amenities.
- *Mix Use:* Questions about accommodating inner-city industrial areas for residential and other uses.

Community, Government, and Interested Party Engagement and Collaboration

- *Regional Collaboration:*
 - Need for collaboration with neighbouring municipalities and involving a wider pool of interest holders in decision-making processes.
 - Ensuring clear communication and consistent development outcomes can reduce inefficiencies and provide clarity for businesses operating in the region.
- *Clarity and Simplification:*
 - Importance of community engagement, clarity in zoning regulations, consistency in terminology, and streamlining the development process.
 - They advocate for simplified zoning structures, clarity on permitted uses, and increased flexibility in zoning regulations to accommodate diverse community needs and preferences.
- *Trust:* Concerns were raised about the need for better community engagement, trust-building, and transparency in the zoning process. There was particular concern tied to the preservation of historic neighbourhoods and heritage, and a lack of engagement and transparency pertaining to neighbourhood changes and preservation.
- *Priority Setting:* Importance of community input and engagement in setting overall goals and priorities, especially in the context of transportation planning and street design.
- *Zoning Engagement:* Conversations should focus on the reasons why policy is shifting away from restrictive approaches to housing.
- *Improvements:* Encouraging community involvement in improving streetscapes and connections, educating residents about safety measures, and addressing concerns about street conversions and parking.
- *Indigenous Engagement and Design:*
 - Importance of engaging with Indigenous communities in meaningful ways that go beyond consultation.
 - Participants highlighted opportunities to incorporate Indigenous ways of doing into development processes, such as land blessings and incorporating Indigenous design principles.

- Efforts to advance Truth and Reconciliation should involve partnerships with Indigenous groups and meaningful inclusion of Indigenous perspectives in planning.
 - There is interest in a clear framework for Indigenous engagement for both public and private initiatives, possibly including a map of significant sites.
 - *Communication and Expectation Setting:*
 - Concerns about a perception gap between community expectations and the reality of what goes into planned developments.
 - Better communication and community engagement are needed to inform residents about how communities evolve and reduce surprises.
 - Change management is recognized as a difficult aspect of implementing new frameworks, requiring enhanced communication and education efforts.
 - There is a need for clear language around what engagement means and what outcomes can be expected from feedback gathered.
 - Engagement can be used as a veto in current processes.
 - *Inclusivity and Diverse Strategies:* Need for more diverse forms of engagement, consideration of equity-denied populations, and mapping of resources such as accessibility services, schools, recreational centers, and multi-generational housing. Suggestion to include engagement with other groups such as The Association for New Canadians and groups supporting equity-denied populations. All interests should be considered and balanced.
 - *Beautification and Design:* Importance of engaging with local communities and incorporating their input in the ultimate design processes. They advocate for constructive local input to find opportunities for beautification and art, creating spaces for people to gather, socialize and enjoy.
 - *Timelines and Criteria:* Concern about different criteria for established areas versus greenfield areas and the potential for higher engagement requirements slowing timelines and affecting housing availability.
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Climate and Environment

Environmental and Ecological Considerations

- *Prioritization:*
 - Importance of ecological corridors and network, including waterbodies and parks. Participants appreciated having principles around the natural environment upfront and emphasized the need to prioritize ecological systems across planning.
 - Concerns about the lack of focus on ecological networks, wildlife corridors, and green spaces, particularly in the eastern part of the city. They also highlighted the
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importance of integrating climate change and flood risk considerations into the plan.

- *Codified:* Need for zoning regulations to address ecological connectivity, wildlife movement, water drainage, and climate resilience. Participants suggest integrating setback rules, tree maintenance requirements, and distributed energy generation within zones to promote environmental sustainability.
 - *Sustainability:* Importance of environmental sustainability, including reducing pollution, managing stormwater, promoting nature-based solutions, and integrating greenery into urban environments. Desire for environmentally sustainable infrastructure and transportation options, as well as promoting green spaces and vegetation.
 - *Flood and Drought Resilience:* Need to balance development with environmental preservation, especially wetlands. Emphasis on drought resilience, flood management, and the maintenance of natural habitats.
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Development and Construction Considerations

- *Enhance Environmental Considerations:* Call for incorporating environmental goals from the Calgary Plan into zoning rules, including provisions for landscaping, wider sidewalks, waste management, and sustainable urban design.
- *Carbon Footprint Reduction:* Need to reduce the carbon footprint in building construction and design. Including exploring alternative materials and innovative construction methods to minimize emissions.
- *Affordability Concerns:* Concerns about affordability associated with sustainable building practices. Participants emphasized the importance of addressing economic considerations to adopting climate-oriented building measures.
- *Renewable Energy Integration:* Solar panels and other renewable energy sources were mentioned as important components of sustainable building practices. However, the cost remains a barrier, indicating a need for incentives or subsidies to encourage uptake.
- *Challenges with Sustainable Community Design:* Difficulty in quantifying sustainable community design metrics and the allocation of significant portions of land to City uses before development and landscaping were emphasized. Participants expressed a desire for clearer and more quantifiable expectations in sustainable community design.
- *Focus on Sustainability and Net-Zero Communities:*
 - Call for supporting net-zero communities through collaboration between the city and developers, utilizing modeling and research.
 - The new building code reflects a move towards more sustainable building practices, including street-oriented multi-residential developments and passive house building forms.
 - Consideration of environmental impacts, such as reducing setbacks and contextualizing retail spaces, is becoming more prominent in urban planning.
 - Loss of trees and the need to protect tree canopy came up frequently.

- *Principals and Choices:*
 - Call for zoning regulations to incorporate sustainability principles, such as preserving green spaces, assessing shadow impacts on existing buildings, enhancing climate-resilient buildings with things like solar allowances.
 - Importance of promoting active transportation, accommodating a variety of housing choices, and integrating sustainable practices into planning initiatives were all highlighted.
 - The integration of green infrastructure and minimize environmental impacts in street design to support a healthier and more sustainable urban environment were all mentioned.
 - *Feasibility and Preservation:* Concerns about the feasibility of environmental considerations, especially in the context of winter conditions, but did emphasize the need for commitment to tree preservation and green space maintenance to make Calgary greener.
 - *Energy Transition:* The energy transition is still evolving, need to be more open about what the solutions are for different energy options are, as it is too narrow and need to be more open about what else could be included; include all utility providers
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Mobility

Transit and Transit Oriented Development (TOD)

- *Sustainable Transit and Development Practices:* Importance of promoting sustainable transit options and higher-density projects. Suggested leveraging transit for various trip purposes beyond commuting and advocated for smaller road carriage ways and less parking to align with changing demographics and behaviors.
- *Accessibility and Urban Planning:*
 - Increasing funding for transit is crucial for many equity-denied groups.
 - Transit access affects housing choices and parking requirements.
 - Improving transit service can reduce reliance on personal vehicles and increase affordability.
- *Hierarchy and Development Expectations:* Questions arose about the hierarchy of importance for specific transit centers and the expectations set for development intensity around transit areas. Participants sought clarity on how infrastructure plans align with transit expansions and funding realities.
- *Transit and Vehicular Network Balance:* Balancing TOD with the preservation of the vehicular network also came up quite a few times. The group emphasized the need to consider present transportation needs while planning for future transit expansions.

- *TOD and Area Connectivity:* The focus on activity areas near transit stations, TOD, and the interconnection between different transit types was most referenced. Participants like transition to activity areas and support areas, emphasizing the need for better transit connectivity.
 - *Importance of Transit for Density:* Significant emphasis on transportation and transit-related aspects. The need and impact of transit projects on dense development, having strong transit connections, and the need for more efficient transit options that can rival easier choices like the car.
 - *Investment and Regional Connectivity:* Emphasizing the importance of government transit subsidies, investment, and expansion. This included reference to extending regional transit options to neighbouring areas like Cochrane and Airdrie.
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Streets and Connectivity

- *Creating Places through Streetscapes:*
 - Streets are seen as places for community gathering and interaction, not just thoroughfares for vehicular traffic. There's a desire to create more vibrant and community-oriented streetscapes that prioritize human experience and community engagement.
 - Importance of creating streets that encourage active transport and support community events and neighborhood activation.
 - Active frontages contribute to productivity and connectivity between streets and buildings, enhancing the urban environment.
- *Urban Design and Aesthetics:* Aesthetics and urban design were said to play a significant role in making places feel inviting and comfortable, the group emphasized the importance of productive streets, compatibility with existing streetscapes, street cleanliness, activated laneways, well-maintained green spaces, and street visibility.
- *Safety and Accessibility:*
 - It is also essential to approach safety considerations inclusively and avoid biases. This involves engaging with impacted communities and considering the needs of individuals with disabilities to create these preferred right of way environments.
 - Strong emphasis on safety for pedestrians and cyclists on Calgary's streets.
 - Participants want to see the prioritization of initiatives such as traffic calming measures, safe cycling routes, improved sidewalk accessibility, and ensuring safe walking routes to schools and parks.
 - Focus on making streets more inclusive, considering the needs of diverse users including those with disabilities.
 - Emphasis on creating streets that prioritize safety for all users, including pedestrians, cyclists, and motorists.

- Need for slower-moving traffic, improved winter maintenance, better lighting, and universally accessible design to accommodate individuals with diverse needs.
- *Efficiency*: Need to focus on efficiency in the road network in an effort to prevent bottlenecks and delays while providing access for all users, including pedestrians, cyclists, and motorists.
- *Winter Design Considerations*: Suggestions included designing streets to address winter conditions effectively, including snow and ice management, visibility, and safety measures.
- *Maintenance and Amenities*: Prioritizing maintenance of streets, sidewalks, and pathways was said to ensure accessibility, comfort, and safety for all users. This includes snow clearing, vegetation maintenance, provision of amenities like benches, bike racks, and lighting, and improving transit stops and shelters.
- *Street Design*: The significance of connectivity in street design was stressed by participants in conversations. Streets should facilitate easy movement and connections within communities, supporting various modes of transportation and ensuring efficient access to amenities and services.
- *Context and Community Need*: Need for comprehensive urban planning that considers various priorities, including traffic safety, connectivity, and environmental sustainability. This involves rethinking roadway geometries, typology structures, and prioritizing different types of streets based on community needs.
- *Integration of Modes*:
 - Call for integrated multimodal transportation systems that go beyond walking and cycling, ensuring connectivity between different modes of transportation, including public transit.
 - Focus on creating streets that facilitate the seamless integration of different modes of transportation.
 - Need for the development of a primary cycling network, EV charging hubs, and improved connectivity between communities and along river pathways.
- *Community Engagement*: Importance of community engagement in street design processes.
- *Wayfinding*: Need to incorporate wayfinding by design to help users navigate the city more easily.
- *Street Identity*: Need for attractive and aesthetically pleasing streets that serve as destinations rather than merely connection points.

- *Health and Quality of Life*: Call for streets that promote health and quality of life for residents, including access to public water fountains, garbage disposal facilities, and amenities such as seating for seniors and families.
 - *Functionality*: Productivity and efficiency in street design were also identified as important objectives. It was said that streets should support productive land use, efficient circulation, and effective utilization of space to enhance the overall functionality and usability of urban areas. Moving people, but also services (i.e. power, sewer and other utilities) is key to overall right-of-way planning.
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Active Modes

- *Distinction in Transportation Infrastructure*: Concerns regarding transportation infrastructure, including the need for a primary cycling network, better connectivity between transit hubs and activity centers, differentiation between LRT and BRT, and consideration of adding more distinction for pathways and bike lanes (specific mentions of the 5A network).
 - *Connectivity and Mobility*: The objective of creating a connected city with accessible and efficient transportation options was highlighted. This includes promoting active modes of transportation such as walking and cycling, improving transit accessibility, and ensuring connectivity across different neighborhoods and industrial areas.
 - *Safety and Accessibility*: Emphasis on creating streets that prioritize safety for all users, including pedestrians, cyclists, and motorists.
 - *Changing Travel Behavior*: Call to see the City play a more active role in encouraging and facilitating changes in travel behavior, such as promoting alternative modes of transportation and reducing reliance on private vehicles.
 - *Expanding Active Mode Infrastructure*: Interest in regional connections, particularly for cycling and wheeling.
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Parking

- *Transportation and Infrastructure Integration*: Importance of integrating zoning with transportation infrastructure, including considerations for transit-oriented development, parking requirements, and infrastructure upgrades to support increased density.
 - *Varying Need*: Concerns raised about parking requirements, particularly in dense housing areas and near schools with high student populations. Participants also highlight the importance of TOD zones and zones that accommodate different transportation networks.
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Economic Considerations

- *Indicators:*
 - Concerns about the central focus of economic indicators being downtown, not broader.
 - Need for a way to measure the competitiveness of Calgary.
 - *Cost Impact:* Concerns about the cost implications of new policies, including district energy systems and infrastructure investments, and their impact on affordability and feasibility.
 - *Cost Considerations for Financial Feasibility:* Need to better integrate the cost of street design with the cost of land and overall financial viability. Currently, the cost of street design doesn't seem to feed back into these considerations effectively and there is a willingness to pay for such improvements through taxation, knowing it enhances the overall quality of life in the community.
 - *Challenges with Investors:* Calgary has been a great city to invest in, investors are becoming more cautious. Atlanta is a city where development is easier to do. Getting more expensive here, tougher to make deals, dollars are going elsewhere. Competing with companies with international scope.
 - *Create a Competitive Economic Environment:* Need to create a competitive economic environment to attract businesses and investment, including considerations such as taxes, property costs, and overall affordability compared to other Canadian and regional municipalities. Ensuring that Calgary remains an attractive destination for businesses is crucial for sustainable growth.
 - *People-Centric City:* Need for prioritizing people's needs over private profit. Fostering safe, welcoming, and integrated communities that are inclusive to all Calgarians should be central to zoning and city planning efforts.
 - *Balance:* Questions on how the City will balance private housing development with public investment in infrastructure and amenities.
 - *Urban Agriculture:* Questions on how urban agriculture can be integrated into zoning bylaw and Calgary Plan.
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Social Considerations

- *Inclusivity and Accessibility:* Need to ensure accessibility by improving pathways, sidewalks, and transit stops to accommodate individuals with limited mobility or disabilities. Prioritization of equity and safety in mobility policies, with a focus on comprehensive engagement with users.
- *Addressing Homelessness and Service Accessibility:*
 - Need to address homelessness and ensure that support services are located where they are needed and accessible to those who require them.

- Efforts to make downtown safer were encouraged.
 - Homeless populations should not just be displaced but should instead focus on providing key services to support keeping people housed.
 - *A Common Definition of Equity:* Call for a ubiquitous understanding of what "equity deserving" means and how it applies to urban planning and development. Community engagement and collaboration with diverse interest holders, including Indigenous communities and other equity-denied groups, were touted as being essential for creating inclusive and equitable urban spaces.
 - *Equity and Inclusivity:* Concerns were raised regarding the equitable distribution of public services and facilities, especially in areas bordering different zones on the map. Participants stress the importance of ensuring equity and inclusivity in the planning process.
 - *Equity and Accessibility:*
 - Concerns about not addressing equity, accessibility, and affordability in zoning regulations.
 - Need to address income diversity, ensure accessibility to amenities and services, and consider the impact of zoning decisions on equity-denied populations.
 - Focus on creating inclusive and equitable spaces that accommodate the needs of all residents, including marginalized communities.
 - Importance of affordability in public transportation, ensuring accessibility for vulnerable populations, and promoting anti-racist and inclusive urban environments.
 - *Safety:* Safety concerns emerged as a critical objective, encompassing personal safety, social disorder, compliance with safety measures such as speed limits and crosswalks, visibility at intersections, well-marked pathways, and safe crosswalks for vulnerable groups like older adults and children.
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4.0 Next Steps

The feedback presented in this report has played a critical role in shaping the refinement of the draft Calgary Plan. The City Building Program team carefully considered these insights, alongside other inputs, to gain a deeper understanding of public sentiment, address areas of confusion, and identify any gaps in the plan. This feedback has been instrumental in ensuring the draft Calgary Plan aligns with the priorities and needs of Calgarians.

Building on these contributions, the project team will finalize revisions to the draft plan in preparation for key upcoming milestones. The proposed Calgary Plan will be presented to the Infrastructure and Planning Committee (IPC) on December 11, 2024, pending the recommendations approved at IPC, the plan will be forwarded to a Public Hearing of Council in early 2025, providing an opportunity for public comment and final approval.

These next steps mark a significant phase in the development of the Calgary Plan, as The City moves closer to adopting a comprehensive framework to guide growth, development, and sustainability in the years ahead.

Appendix B – Verbatim Comments and Quotes

Verbatim comments and quotes presented in this report include all feedback, suggestions, comments and messages that were collected online and in-person through the engagement described in this report. All input has been reviewed and provided to Project Teams to be considered in decision making for the project.

Any personal identifying information has been removed from the verbatim comments presented here. Comments or portions of comments that contain profanity, or that are not in compliance with the City's Respectful Workplace Policy or Online Tool Moderation Practice, have also been removed from participant submissions.

Wherever possible the remainder of the submissions remains. No other edits to the feedback have been made, and the verbatim comments are as received. As a result, some of the content in this verbatim record may still be considered offensive or distasteful to some readers.