

City Building Program

What We Are Doing Report

Phase 1-5 | May 2026





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The City Building Program

Calgary is growing and changing quickly. The City Building Program is about setting up Calgary for the future of how we use land, build, and move around our city. The City of Calgary is updating its citywide planning documents to work together seamlessly:

1. The **Calgary Plan** merges the existing Municipal Development Plan (MDP) and Calgary Transportation Plan (CTP) into an integrated statutory policy document to outline a long-range vision for how Calgarians will use land and move around The City over the next thirty years. It is The City's highest-level planning document.
2. A new **Zoning Bylaw**, currently called the Land Use Bylaw (LUB), that will simplify the rules that govern the use of land and the shape of buildings and effectively implement The Calgary Plan's strategic direction for growth and change.
3. A new **Street Manual**, currently known as the Complete Streets Policy and Guide, that will provide an updated direction for the design of Calgary's streets to support safe travel options for all Calgarians, in alignment with the Calgary Plan vision and Zoning Bylaw land use rules.

This Report

This *What We Are Doing Report* explains how feedback helped to shape the City Building Program's three key planning documents. Our goal is simple: to clearly show how **your input** guided every phase of the program and will continue to inform future work. In short, it closes the feedback loop: letting you know your time and opinions truly matter and showing how your participation helped shape Calgary's long-term plans.

The Project Team reviews all feedback but cannot incorporate it all into the final policy documents. Participant involvement is an important input to policymaking along with many other areas of consideration. Inputs that factor into the ultimate decision-making process and Program development include:

- **City Council and Provincial direction** – Council strategic priorities and Provincial direction around regional planning, Calgary Metropolitan Region Board (CMRB) dissolution, provincial flood definitions.
- **Participant Input** – feedback from the public, industry, community organizations and equity-denied populations.
- **Inclusivity** - The City Building Program made inclusive planning a key part of its work to ensure Calgary's long-term plans reflect and include everyone's perspectives.
- **Context** – of applications and alignment with Local Area Plans and Area Structure Plans.
- **Other Policies and Regulations** - aligning with higher-order policy and regulation, such as the Municipal Government Act.
- **Professional expertise** – derived from internal City reviews, third party consultant advice and engagement sessions with industry representatives.

This report doesn't just highlight what we are doing with your feedback—in the [What We Didn't Do](#) section (page 33) we also explain where changes were not possible and why. While it wasn't possible to incorporate document changes that directly reflected every individual suggestion, all feedback received from Calgarians was carefully reviewed and considered.

Balancing Different Points of View

Many conversations with Calgarians pointed to value-based trade-offs rather than technical gaps. These perspectives reflect real and often competing priorities that cannot all be satisfied at the same time. The City Building Program does not seek to satisfy every viewpoint; instead, it aims to balance considerations such as housing supply and neighbourhood character, sustainability and affordability, and flexibility and certainty.

We heard feedback that reflects these differences of perspective in practice. For example:

- Some participants called for increased density to address housing needs, while also expressing limited support for housing types beyond single detached homes.
- Others emphasized the need for more affordable housing but also raised concerns about rental buildings in established neighbourhoods.
- Similarly, there was strong interest in protecting heritage and tree canopy, alongside expectations for increased redevelopment, flexibility, and more homes on each lot.
- We also heard requests for strong environmental requirements paired with concerns about construction costs and overall affordability.

These competing priorities surfaced repeatedly, including:

- Between maintaining established neighbourhood character and increasing density to support housing supply;
- Providing clearer rules about what can be built on a lot while retaining flexibility;
- Protecting trees on private property while accommodating more units;
- Trade-offs between parking and affordability - for example when new developments are required to provide large amounts of motor vehicle parking, this increases the cost of housing; and,
- Accelerating approvals while also seeking deeper, project-by-project community co-design.

Together, this feedback highlights the complexity of the decisions ahead and the need to balance perspectives and consider outcomes as the City Building Program moves forward.

What We Are Doing – City Building Program Highlights

Calgarians shared ideas, concerns, and aspirations to help guide the City Building Program, and we listened. From simplifying policies to protecting natural spaces and addressing affordability, **your feedback informed every phase of this work** to produce a modernized planning approach.

This section provides highlights of how we listened during engagement with Calgarians and in conversations with community organizations and the development industry. The section outlines what we are doing with the feedback we heard. [Later in this report](#) (page 12), you'll find a summary of the feedback we received and how each specific document responded to it.

- What Are Doing – Calgary Plan
- What Are Doing – Zoning Bylaw
- What Are Doing – Street Manual

Across all phases of engagement for the City Building Program, Calgarians shared thoughtful, detailed input about how future planning decisions may affect daily life, neighbourhoods, and the long-term direction of the city. While perspectives varied, feedback consistently highlighted the importance of clarity and balance, along with outcomes that feel practical and fair.

Taken together, the feedback highlights Calgarians' interest in a city that grows in a deliberate, coordinated, and understandable way—one that balances housing and affordability objectives, mobility needs, neighbourhood impacts, environmental stewardship, and clear public decision-making.

In some cases, the feedback—when considered alongside other inputs—extended beyond the scope of any single document. **Table 1** breaks down how the Program team is responding to recurring highlights that emerged across the inputs and considerations of the City Building Program as a whole.

- Simplifying and Streamlining
- Natural Areas, Parks and Trees
- Affordability
- Growth and Transit-oriented Development
- Neighbourhood Context

Table 1: City Building Program Highlights – What We Are Doing

What We Are Doing – City Building Program Highlights		
Highlight	What We Heard	What We Are Doing
Simplifying and Streamlining	There was support for the objective of simplifying and modernizing The City's planning documents, characterizing some of the current documents as complicated, hard to navigate and difficult to read.	The City Building Program, through the Calgary Plan , Zoning Bylaw , and Street Manual , is transforming how Calgary plans for growth by integrating land use and mobility into a single, streamlined approach. By reducing redundancies and improving clarity, the new documents will make planning direction clearer.
	Participants want the Calgary Plan, Zoning Bylaw and Street Manual to provide clarity and predictability.	The result is a planning framework that is easier to navigate and better aligned with Calgary's long-term vision. Beyond simplification, the City Building Program introduces a more enabling policy and regulatory environment that is less prescriptive, less procedural, and more adaptable to changing needs.
	Development industry participants emphasized simplifying and modernizing the existing LUB (1P2007) to better reflect current building practices. Streamlined rules are seen as a way to speed up approvals, reduce costs, and align better with current construction practices. They supported reducing the number of zones and simplifying the list of uses.	Strategic new policies in the Calgary Plan address critical priorities such as the ecological network, primary transit network, transportation and mobility networks, and infrastructure.
	Community Associations stressed the need for clarity, consistency, and accountability, suggesting that simplified, clear rules could help reduce "red tape". They also called for more consistency between zoning, Local Area Plans (LAPs), heritage overlays, the Calgary Plan and other City policies.	A simplified and updated Zoning Bylaw should make rules easier to understand and apply. Clearer zones and standards are intended to reduce interpretation, streamline reviews, and provide greater certainty for applicants and reviewers. Aligning zoning with the Calgary Plan supports more consistent decision-making across the city.

What We Are Doing – City Building Program Highlights		
Highlight	What We Heard	What We Are Doing
		Aligning standards in the Street Manual should create faster reviews and approvals, helping to reduce time and cost for street design and delivery. Clear parameters around custom retrofit design should also create faster reviews and approvals, reducing uncertainty while maintaining quality. Fewer cross-sections will be easier to administer and update, helping manage long-term infrastructure costs and supporting affordable, context-appropriate street design.
Natural Areas, Parks and Trees	<p>Feedback underscored the high value Calgarians place on natural areas, parks, and trees, alongside significant concerns about their preservation and integration within new development across the city.</p> <p>There was very strong support for nature, parks, and recreation, reflecting high community value and broad consensus on their importance.</p> <p>There was widespread support for the directions related to the ecological network and citywide natural systems outlined in the Draft Calgary Plan.</p> <p>Respondents stressed the necessity of protecting tree canopy on residential property, and consistently valued trees, plants and green space ahead of maximizing building footprint.</p>	<p>The Calgary Plan includes policies that both enable diverse housing options and prioritize the retention and protection of public trees and increasing the urban forest. It also emphasizes the importance of natural spaces, ecological networks, and urban greenery throughout the city.</p> <p>In the Zoning Bylaw, large trees are required in new housing and mixed-use developments, to contribute to the tree canopy.</p> <p>The Street Manual has Integrated medium and large canopy trees into most standard cross-sections with healthy soil environments and utilities arranged to avoid conflicts.</p>

What We Are Doing – City Building Program Highlights		
Highlight	What We Heard	What We Are Doing
	<p>Concern that mature trees and biodiversity are being lost due to new, dense developments, with current setbacks and site coverage rules leaving little room for landscaping and tree retention.</p>	
Affordability	<p>Affordability, particularly regarding housing and the cost of living, was highlighted throughout all phases as both a high priority for Calgarians and a major challenge currently facing Calgary.</p> <p>Feedback suggested making affordability a primary lens for policy development, moving beyond just housing supply so that Calgarians have housing choices in accessing or remaining in the housing market.</p> <p>Participants noted that the outcomes for the economy should place more emphasis on maintaining affordability.</p> <p>Feedback reflected concern that increased density and new construction may not inherently lead to affordability.</p>	<p>Affordability has been a key consideration throughout the City Building Program. By engaging with diverse communities and organizations, we developed policies that support housing options and reduce barriers.</p> <p>The Calgary Plan emphasizes greater housing, recreation, and mobility choices. More choice means more ability to make decisions based on household budgets and needs. The Plan includes policies to enhance housing choice, housing supply and support for a range of non-market and market housing across the city.</p> <p>The Zoning Bylaw supports affordability by enabling a wider range of housing types and forms across neighbourhoods. Allowing more housing options—such as different building types, sizes, and locations—helps increase supply, provide choice, and reduce barriers to creating homes that meet different needs and budgets. Flexibility in zoning can also support more efficient use of land and infrastructure, which can help keep development and housing costs lower over time.</p>

What We Are Doing – City Building Program Highlights		
Highlight	What We Heard	What We Are Doing
	<p>Differing perspectives between parking provision and housing cost was a persistent theme: when new developments are required to provide large amounts of motor vehicle parking, this increases the cost of housing. When less motor vehicle parking is provided, this can make it harder to find parking.</p>	<p>The Street Manual supports affordability by promoting streets that are right-sized, flexible, and cost-effective. By aligning street design with surrounding land uses and community context, the Street Manual helps avoid over-building infrastructure while still supporting safety, accessibility, and mobility. Well-designed streets can lower long-term construction and maintenance costs for The City and help reduce household transportation costs by supporting walking, cycling, and transit.</p> <p>The Calgary Plan is also introducing new outcomes that focus on affordability:</p> <ul style="list-style-type: none"> • Affordable public services and amenities; • Affordable and accessible housing; • Environmental resilience supporting affordability; and • Fiscally responsible city investments. <p>These Outcomes were developed from engagement feedback. Calgary Plan Indicators (section 5.3.3) are structured to monitor how the affordability-based outcomes change over time. Monitoring the outcomes allows The City to consider methods to ensure that Calgary remains an affordable city into the future.</p> <p>The Calgary Plan's natural system and land use planning considerations can help reduce costs for residents and The City. Flood- and drought-resilient design protects homes and</p>

What We Are Doing – City Building Program Highlights		
Highlight	What We Heard	What We Are Doing
		businesses, while trees, parks, and other green spaces help cool neighbourhoods.
Growth and Transit-oriented Development	Across engagement, Calgarians emphasized that growth should be directed to places that can support it—particularly near LRT stations, major bus corridors, and established activity centres—so more people can live close to jobs, services, and daily needs.	<p>The City Building Program aligns the Calgary Plan, Zoning Bylaw and Street Manual to make it easier to build well-designed housing and services near transit, reduce the need for long car trips, and support safe, direct walking and cycling connections to stations and stops. This includes enabling a wider mix of uses where appropriate, supporting higher densities closest to transit, and planning streets that prioritize people walking, cycling, and taking transit.</p> <p>The Zoning Bylaw supports this approach by enabling more housing and employment growth near transit stations, frequent transit routes, and main streets. By allowing a broader range of building types and uses in these locations, the Zoning Bylaw helps implement transit-oriented development and supports compact, complete communities that make efficient use of land and infrastructure.</p> <p>The Street Manual supports transit-oriented development by guiding street design that reinforces growth near transit and prioritizes access to stations and stops. Street designs focus on safe, direct, and comfortable movement for people walking, cycling, and using transit, while supporting overall mobility and access for surrounding development.</p> <p>The Calgary Plan strengthens a growth strategy that focuses the greatest intensity in Neighbourhood High Activity and Neighbourhood Moderate Activity areas - generally around transit stations, along frequent transit routes, on main streets,</p>

What We Are Doing – City Building Program Highlights		
Highlight	What We Heard	What We Are Doing
		and in major activity centres.
Neighbourhood Context	Participants consistently raised the importance of neighbourhood character and day-to-day livability: how new development fits beside existing homes, how privacy and sunlight are protected, and how street parking, trees, and local traffic are managed as communities change.	<p>Across the City Building Program, we are strengthening how citywide direction is applied in local contexts. The Calgary Plan provides clear citywide guidance while confirming that neighbourhood-specific decisions are refined through Local Area Plans, where building scale, transitions, and place-based design can respond to existing character, topography, heritage resources, and local conditions.</p> <p>Updated mobility policies reflect engagement feedback by prioritizing safe walking and cycling connections to transit and schools, with stronger emphasis on transit policies and mapping.</p> <p>The Zoning Bylaw is refining the standards that influence neighbourhood fit, such as building placement, landscaping and tree requirements, and when permitted versus discretionary approvals are appropriate.</p> <p>The Street Manual adds clearer guidance for street design in both new and established communities, including retrofit options that balance safety, parking, trees, and right-of-way constraints.</p>

What We Are Doing - Calgary Plan

Participant feedback helped to shape the latest draft of the Calgary Plan. Across all phases of engagement, Calgarians shared priorities related to growth, mobility, housing choice, climate resiliency, accessibility, and economic development.

Reconfirming direction.

Feedback from Phase 1 engagement reinforced the overall direction of the plan, including a continued focus on growth around transit, expanding mobility choices, supporting a range of housing options, and planning communities that support daily needs and services.

Enhancing direction.

In response to input, the plan strengthens guidance related to parks and recreation, infrastructure investment, heritage resources, and the protection and integration of natural areas, with greater emphasis on how these elements support citywide livability.

Clarifying direction.

The plan also provides clearer direction on how policies are applied, including refinement of industrial policies, clearer connections to local area planning, and recognition of unique neighbourhood contexts and considerations (see ‘Neighbourhood Context’ in Table 1).

Specific examples added in direct response to engagement include:

- **Introduced new outcomes:** We have developed new outcomes focused around affordability, infrastructure investment, and fiscally responsible City investments. These all align to themes heard in engagement and are supported by policies in the Plan.
- **City structure clarification:** The policies and intent of the City structure map and supporting policies have been clarified to note that the map conveys general concepts, such as building around transit, and that details around what scales of buildings are appropriate in any given location are determined during the development of local area plans and area structure plans.
- **Indicator updates:** The Plan’s indicators have been updated to better align with engagement themes, such as increasing the tree canopy and supporting the downtown.

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- **Complete Communities:** Simplified and modernized retail policy to enable mixed use in all neighbourhoods.
- **Nature, Parks & Recreation:** Strengthened ecological network, access-to-nature, and urban forest policies with targets to increase tree canopy over time.
- **Mobility Choice:** Prioritized safe walking and cycling connections to transit and schools.
- **Greater Downtown:** Updated vision and reinforced mobility and public-space direction.

Feedback provided by Calgarians has been essential in shaping the Calgary Plan. Several key themes emerged consistently across phases, serving as foundational elements in the Calgary Plan's development. For each theme, **Table 2** shows what we heard and what we are doing with that feedback, including where feedback directly informed changes and where ideas will guide future work, demonstrating how public input continues to shape Calgary's long-term vision.

Table 2: Calgary Plan – What We Are Doing

What We Are Doing – Calgary Plan		
Feedback Theme	What We Heard	What We Are Doing
How we move around the city	Participants discussed public transit service, safety, reliability, and major transit investments, alongside concerns about congestion and everyday travel experiences. Many comments emphasized the importance of coordinating land use decisions with transit infrastructure so that growth occurs where people can easily and safely access jobs, services, and amenities. Walking, wheeling, and cycling were also frequently raised, often in relation to street design, comfort, and safety.	<p>Safe walking and cycling routes, especially to school</p> <p>Designating school zones as walking priority corridors with safe, accessible sidewalks and crossings. Connecting these routes to the city-wide walking and cycling network, making it safe for people, especially children, to walk and bike to school.</p> <p>Clear road and street network</p> <p>The draft Calgary Plan organizes roads into skeletal roads, arterial streets, and collector streets to create a connected network that optimizes existing capacity and supports safe, sustainable travel for all users as Calgary grows.</p> <p>Smart parking</p> <p>Manage on-street parking as a public asset and monitor parking supply in relation to demand as Calgary grows. Enable some flexibility for developments to identify their parking needs, with additional flexibility near transit stations. Design parking areas to integrate with walking paths, landscaping and other neighbourhood features.</p>
Housing	Participants commented on housing choice, density, and where different forms of housing should be encouraged. Feedback reflected both support for increasing housing options and concern about how change is introduced in established neighbourhoods. Residents often framed these discussions around	<p>Retaining direction for the highest density next to transit stations and reducing the number of categories.</p> <p>The draft Calgary Plan combines LRT/Bus Rapid Transit station areas, Major Activity Centres (shopping centres, post-secondary schools and hospitals), and Main Streets into Neighbourhood - High Activity areas to focus the highest density and mix of uses, aiming for an</p>

What We Are Doing – Calgary Plan		
Feedback Theme	What We Heard	What We Are Doing
	<p>built form, scale, and the pace of change, as well as how new housing relates to surrounding uses.</p>	<p>intensity of 150 people and jobs per hectare, instead of the current range between 100 and 200.</p> <p>Retaining direction for transit route-focused density and reducing the number of categories.</p> <p>The draft Calgary Plan combines high frequency bus routes and neighbourhoods with connected street grids are combined into Neighbourhood - Moderate Activity areas for a mixed-use moderate density of 100 people and jobs per hectare.</p> <p>Retaining direction for lower density residential areas and reducing the number of categories.</p> <p>The remaining residential areas that are not within 400 metres of a high frequency bus route or 600 metres from a LRT or Bus Rapid Transit Station are the lowest density with opportunities for commercial uses, where appropriate. They are labelled as Neighbourhood – Light Activity in the Calgary Plan.</p> <p>Appropriate Housing in Neighbourhoods</p> <p>Housing in neighbourhoods should evolve to meet Calgarians' needs, offering diverse options that fit their surroundings while respecting heritage, ecology, transit access and future growth.</p> <p>Building design for neighbourhood fit</p> <p>More precise site and building design policies for how they fit in context with surrounding buildings. New buildings should fit well with their neighbourhood, respecting heritage, nature, transit and future plans. Building heights and designs should match the area, create attractive edges and avoid shading sidewalks and natural spaces.</p>

What We Are Doing – Calgary Plan		
Feedback Theme	What We Heard	What We Are Doing
Affordability	Many participants expressed worry about housing costs and broader cost-of-living pressures, including taxes and utilities. Feedback often questioned whether proposed planning changes would meaningfully improve affordability for residents, highlighting the importance of implementation and complementary actions beyond land-use policy alone.	<p>Affordable housing</p> <p>The draft Calgary Plan aims for 15% of homes in each local area plan and area structure plan area to be non-market (affordable) housing and keep existing affordable homes. Use City-owned land to build or support non-market and mixed-market housing through sale or lease.</p> <p>More affordable recreation</p> <p>Keep recreation facilities affordable and accessible with low-cost spaces and programs that match community needs. Where gaps exist, add new facilities, improve existing ones or enhance access.</p>
Growth and the impacts of development on nearby residents.	Comments addressed practical, day-to-day considerations such as parking availability, privacy, sunlight and shadowing, noise, tree removal, and general neighbourhood context. These comments were typically rooted in lived experience and highlight the importance to Calgarians of planning decisions that acknowledge local context.	<p>Smart parking</p> <p>Manage on-street parking as a public asset and monitor parking supply in relation to demand as Calgary grows. Enable some flexibility for developments to identify their parking needs, with additional flexibility near transit stations. Design parking areas to integrate with walking paths, landscaping and other neighbourhood features.</p> <p>Building design for neighbourhood fit</p> <p>More precise site and building design policies for how they fit in context with surrounding buildings. New buildings should fit well with their neighbourhood, respecting heritage, nature, transit and future plans. Building heights and designs should match the area, create attractive edges and avoid shading sidewalks and natural spaces.</p> <p>Protect Calgary's heritage</p> <p>Protect and manage Calgary's heritage with clear and easy-to-understand policies. This includes caring for historic buildings and resources using best practices, rules that control the size, location,</p>

What We Are Doing – Calgary Plan		
Feedback Theme	What We Heard	What We Are Doing
		<p>and design of buildings and the layout of developments for new development in heritage-rich areas.</p> <p>More Shops and Services in Neighbourhoods</p> <p>Shops, offices, arts spaces and other businesses are located along frequent bus and LRT routes. Small local businesses can also be part of residential neighbourhoods when traffic and other impacts remain low.</p> <p>Growing Public Spaces and Facilities</p> <p>City owned public spaces and facilities should be planned and adapted to support increased demand from population growth. Parks, open spaces, sidewalks, plazas, libraries, recreation facilities and other public spaces should be ready to support extra use in growing areas.</p>
Natural areas, parks, and trees	<p>Many residents expressed strong attachment to Calgary's natural spaces and emphasized the importance of protecting tree canopy, parks, and environmental features as the city grows. Climate considerations were also raised, often alongside questions about how environmental objectives are balanced with development pressures.</p>	<p>Stronger protection for nature</p> <p>Care for important natural areas like rivers, forests, wetlands and grasslands, while increasing public access to nature. Keep nature connected and healthy by reducing harm, using buffers, managing water and naturalizing more spaces.</p> <p>Protecting and growing the urban forest</p> <p>Planting trees along residential, commercial and mixed-use streets to create shade, enhance character and support human health. Choosing species and planting approaches suited to each context, with particular attention to drought tolerance and water efficiency in industrial areas.</p> <p>Strong tree policies</p>

What We Are Doing – Calgary Plan		
Feedback Theme	What We Heard	What We Are Doing
		<p>Keep and plant trees, especially large ones, in natural areas and on City land. Make streets and communities greener with trees.</p> <p>Parks close to homes</p> <p>Target multi-functional parks within 400 metres of where people live to provide spaces to play, relax and gather. Support CONNECT: Calgary's Parks Plan to expand and improve the park system by enhancing existing parks, improving connections and creating new park spaces where needed.</p> <p>Better parks downtown</p> <p>Increase park space downtown to achieve a target of 1 hectare per 1,000 people and improve access to parks and programs. Plant more trees, expand natural areas, and enhance river pathways to support access to nature. Development should be designed to maximize sunlight and reduce shadowing on the Bow River and river pathways.</p> <p>Wildfire mitigation</p> <p>Investigate and implement forest management practices that mitigate wildfire risk and support natural health.</p> <p>Updated floodplain management</p> <p>Manage development in flood hazard areas to keep people safe, protect property and support nature. Use maps, rules, and planning to make new buildings and infrastructure ready for flooding.</p>
Infrastructure and services keeping pace with growth.	Participants questioned whether roads, utilities, schools, recreation facilities, and other public services are adequate to support increased density and new development, and	<p>Infrastructure grows with the city</p> <p>City infrastructure and services should be planned and built to keep pace with increasing demand by building new or upgrading existing infrastructure. It is important to also renew municipal infrastructure</p>

What We Are Doing – Calgary Plan		
Feedback Theme	What We Heard	What We Are Doing
	<p>how investments are prioritized across communities.</p>	<p>through planned reinvestment, guided by asset condition, risk, service levels, growth, professional standards, and budgets.</p> <p>Reliable water and sewer services</p> <p>Plan and upgrade water, sewer and stormwater infrastructure to reliably serve existing and future communities and meet changing conditions. Keep water safe, use it efficiently, and protect its quality.</p> <p>Growing Public Spaces and Facilities</p> <p>City owned public spaces and facilities should be planned and adapted to support increased demand from population growth. Parks, open spaces, sidewalks, plazas, libraries, recreation facilities and other public spaces should be ready to support extra use in growing areas.</p> <p>Better access to recreation</p> <p>Support GamePLAN to invest in and improve the public recreation system. GamePLAN is The City's 25-year vision and strategy for public recreation in Calgary. It guides investment in recreation facilities, programs, and services, and establishes a recreation service level standard that responds to population growth and aging infrastructure</p> <p>Locate recreation facilities near other services and connect them with transit, paths and community amenities.</p> <p>Protecting land for industry</p> <p>Protect key industrial land from development pressure by limiting conversion to non-industrial uses. Retain sites connected to the goods movement network. Areas near transit may accommodate limited non-industrial uses that foster innovation and employment, without undermining industrial operations.</p>

What We Are Doing – Calgary Plan		
Feedback Theme	What We Heard	What We Are Doing
Safety	Safety was raised in multiple contexts, including personal safety on transit, in public spaces, and within neighbourhoods experiencing change. These concerns frequently overlapped with transportation, land use, and downtown discussions, reflecting how safety is experienced as part of everyday city life.	<p>Reduce risks</p> <p>Use drought-safe landscaping and protect reservoirs for drinking water and drought safety. Development near airports and freight rail corridors must assess potential impacts and hazards and deploy appropriate mitigation strategies.</p> <p>Wildfire mitigation</p> <p>Investigate and implement forest management practices that mitigate wildfire risk and support natural health.</p> <p>Updated floodplain management</p> <p>Manage development in flood hazard areas to keep people safe, protect property and support nature. Use maps, rules, and planning to make new buildings and infrastructure ready for flooding.</p> <p>Easier ways to get around downtown</p> <p>The draft Calgary Plan aims to make downtown safer and easier to navigate with more walking space, protected cycling routes, improved Plus 15 connections, and clear wayfinding signage and transit information.</p>
Governance, engagement, and decision-making processes	Feedback touched on transparency about how decisions are made, what aspects of planning are open to influence, and how public input is used. In later phases, comments increasingly emphasized trust, clarity of process, and understanding the boundaries of the City's role and authority.	<p>Strengthening ties to neighbourhood-specific discussions for local area plans</p> <p>The draft Calgary Plan provides city-wide direction, while local area plans provide neighbourhood-specific direction. The Calgary Plan provides direction on citywide systems, such as building around transit, while area structure plans and local area plans refine this</p>

What We Are Doing – Calgary Plan		
Feedback Theme	What We Heard	What We Are Doing
		<p>direction to reflect local conditions, including existing development, topography, and transportation connections.</p> <p>General character policies have been removed to enable discussions about the uniqueness of each neighbourhood and appropriate development through local area plans.</p> <p>Developing and redeveloping areas</p> <p>Most policies that previously treated developing and redeveloping areas differently have been removed. Both area types are now treated consistently, with density and land use mix focused around transit.</p> <p>Small business support</p> <p>The draft Calgary Plan introduces user friendly processes for new and small businesses.</p> <p>Greater downtown vision</p> <p>The draft Calgary Plan supports downtown as a hub for business, culture, innovation, education, entertainment, community life and social services. Encourage mixed-use neighbourhoods and foster vibrancy through festivals and events.</p>

What We Are Doing - Zoning Bylaw

The Zoning Bylaw has evolved significantly, progressing from the existing Land Use Bylaw (1P2007) through early drafts to the current version. This evolution reflects both commitment to responding to engagement feedback and the technical improvements from internal reviews and testing. Throughout engagement, Calgarians shared their views on key topics such as housing, parking, neighbourhood context and businesses. In response, we're in the process of making changes to address what we heard. These changes will be part of what is shared with the public later this year.

The new Zoning Bylaw will simplify zoning rules across the city. This means that if you are starting a business, renovating your home, or building something new, the zoning rules will be easier to understand. The simplified bylaw will:

- Add clarity and flexibility to regulations
- Reduce the number of zones
- Simplify the list of land uses
- Use plain and consistent language

Specific examples of changes we are working on in direct response to engagement include:

- **Small-scale housing:** Work is underway to explore small-scale zones that are equivalent to the zones that Council restored following the public hearing for Repeal of Blanket Rezoning (i.e. those that only allow for single-detached or semi-detached houses). Other work will simplify and limit lot coverage in the smallest scale zones; limit permitted-use housing (permits that must be approved if they meet the Zoning Bylaw rules) to specific contexts such as maximum lot size, laned parcels and simple site layouts.
- **New residential zones:** Add new zones for comprehensive townhouse (developments with 20+ townhouses and usually with an internal road) and small-scale greenfield zones (small scale housing in new communities) to reflect their distinct contexts.
- **Industrial:** Removing housing from being allowed in the Industrial Flex zone and limiting landscaping requirements to what is appropriate for industrial developments.

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- **Mixed Use:** Mixed use zones (those that allow both commercial and residential uses in the same building) are being differentiated based on requirements for ground floor uses. Some require commercial uses on building frontage that faces the street, while others allow flexibility to support housing or commercial facing the street. Rules are being drafted within each zone allowing for different scales of development (6/12/13+ storeys) and to manage the design of buildings at different heights.
- **Commercial lands:** Improve rules around how pedestrians move around a development and clarify the difference in between vehicle-focused commercial developments (like service stations) versus those that are primarily accessed by walking.
- **Protecting parks:** Creation of specific parks zoning for all public parks, instead of including parks in residential zones.
- **Future proofing zones:** Adjusting rules to reflect current trends and allow more flexibility across zones.
- **Flexible Parking:** Maintain conventional parking rates in most parts of the city and allow more flexible parking rates near transit stations.

Table 3 summarizes what we heard from Calgarians during engagement phases and how those insights are shaping the draft Zoning Bylaw. Each theme reflects key topics raised - from parking flexibility and housing design to landscaping, mixed-use development, and future-proofing zones. For every theme, we've outlined the feedback received and the actions being worked on to address it. In some cases, changes are being made directly based on feedback; in others, we talk about why adjustments aren't being made, highlighting how feedback influenced the City's planning decisions.

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|---------------------------------------|--|
| • Protect trees and green space | • Mixed use |
| • Flexible Parking | • Downtown |
| • Small scale housing - zones | • Commercial lands |
| • Small scale housing - permitted use | • Industrial lands |
| • Small scale housing - lot coverage | • Business operations |
| • Shelters / supportive housing | • Overall simplification of the Zoning Bylaw |
| • Residential landscaping | • Protecting parks with zoning |
| • Townhouse and apartment zones | • Future Proofing Zones |

Table 3: Calgary Plan – What We Are Doing

What We Are Doing – Zoning Bylaw		
Theme	What We Heard	What We Are Doing
Protect trees and green space	<ul style="list-style-type: none"> Retaining trees is important to communities. The tree canopy coverage on development sites is difficult to regulate. Trees compete with other requirements (parking, bikes storage, utilities) and there is often not enough space left for larger trees. Consider how the zoning rules can create more space for trees. To support healthy trees and water absorption, it is important to consider soil quality, depth and tree placement. 	<p>Landscaping rules prioritize soft landscaping (i.e. areas with plants and grasses rather than pavers or decking). The landscape rules focus on drought-tolerant plants and soil health.</p> <p>Instead of complex tree-canopy percentage rules, we are introducing requirement to plant large trees to deliver on canopy targets.</p> <p>We are creating rules to increase soil quality and depth for landscaped areas and trees, focusing on uncompacted soil to support tree growth and drought tolerance.</p>
Flexible Parking	<ul style="list-style-type: none"> People said parking rules should be flexible and reflect the needs and unique context of each neighbourhood. We heard that housing affordability should take priority over mandatory parking requirements, though parking remains an important consideration. 	<p>We are developing parking regulations that allow for lower amounts of parking in select locations such as around transit stations and in the greater downtown. Outside of these locations, we are intending on maintaining similar parking rates to current.</p>
Small scale housing - zones	<ul style="list-style-type: none"> Through feedback we heard a need to introduce two new zoning categories. The first is for large, multi-unit (20+) townhouse developments, as applying existing zone standards would lead to poor outcomes—such as large, paved areas and insufficient 	<p>Work is underway to explore small-scale zones that are equivalent to the zones that Council restored following the public hearing for Repeal of Blanket Rezoning (i.e. those that only allow for single-detached or semi-detached houses).</p>

What We Are Doing – Zoning Bylaw		
Theme	What We Heard	What We Are Doing
	landscaping. The second zone is for small-scale greenfield housing (in new suburban communities), which requires different considerations than infill development.	We are working on drafting new residential zones based on urban context – infill, greenfield, comprehensive townhouse, apartment.
Small scale housing - permitted use	<ul style="list-style-type: none"> We heard feedback on potential impacts of ‘missing middle’ housing forms (e.g. rowhouses) on low density residential communities, especially the challenges associated with buildings in back yards, such as shadowing and privacy. 	Permitted uses make it faster to get a development approved – if a permitted use application meets the bylaw rules, it must be approved. Permitted use was applied broadly in earlier drafts of the zoning bylaw, however work is underway to limit permitted housing uses to developments that generate fewer concerns. This includes developments on smaller parcels, laned parcels, and development layouts that are less complex (for example, street-facing buildings only).
Small scale housing - lot coverage	<ul style="list-style-type: none"> We heard that the rules need to be simplified. 	We are simplifying the rules so that all homes in these zones follow one clear limit on how much of the lot the building can cover: up to 55% in the smallest scale zone (current H-1I) and up to 60% in the higher density, multi-unit infill zone (current H-2). This maximum includes all buildings and garages in its calculation.
Shelters / supportive housing	<ul style="list-style-type: none"> People raised concerns about supportive housing being permitted in various zonings, especially when it includes people coming out of the correctional system. 	Supportive housing is now a discretionary use, meaning that the use is allowed in certain zones, but the City has discretion to refuse an application after review. Custodial care (for example a halfway house) has been split into its own use because of operational differences. Emergency shelters are also discretionary in most areas to enable emergency responsiveness, rather than requiring a rezoning.

What We Are Doing – Zoning Bylaw		
Theme	What We Heard	What We Are Doing
Residential landscaping	<ul style="list-style-type: none"> • Calgarians value trees, especially in infill developments. • It is important to retain existing large, healthy trees. • Participants would like to see soft landscaping requirements for single and semi-detached homes. • Focus on providing trees and landscaping that have long lifespans. • Ensure sufficient soil volumes are provided in soft landscaped areas for tree health and to limit stormwater runoff. 	<p>We are developing landscaping requirements for all housing developments (not just 3+ units) and requiring 15-20% soft-landscaped areas, rather than allowing landscaping to be a mix of soft and hard-surfaced areas. Landscaping rules are also being adapted to focus landscaping on areas facing the street, making neighbourhood streetscapes more attractive and shading sidewalks and roadways. To support this, 30% of trees must be trees with a large canopy area.</p> <p>New rules are being written for planting beds, to require a mix of perennial plants, shrubs and trees in a mulched bed.</p>
Townhouse and Apartment Zones	<ul style="list-style-type: none"> • Bigger townhouse developments (generally with 20+ units) with internal streets and multiple buildings need different rules than infill townhouses or apartments. • There are locations where taller residential apartment buildings are appropriate, but where we should not allow a lot of different commercial uses. 	<p>We are developing a townhouse zone for up to four storey townhouses on larger sites. This zone accommodates a range of townhouse configurations with internal streets and pedestrian walkways.</p> <p>We are working to shift the large-scale housing zone (H-3) to an apartment-specific multi-residential zone with limited commercial uses that enables buildings at different scales up to 6, 12 and 13+ storeys.</p> <p>Single apartment buildings up to six storeys tall on medium-sized lots have a streamlined permitted use process.</p>

What We Are Doing – Zoning Bylaw		
Theme	What We Heard	What We Are Doing
Mixed use	<ul style="list-style-type: none"> • Urban design requirements are too subjective and end up not being clear. • Not allowing permitted commercial uses for new buildings means that there would be no streamlined development application process for mixed-use buildings. 	<p>Design requirements are being simplified to priority features like street walls.</p> <p>Mixed-use buildings are more complex than single use residential buildings and have additional design considerations, such as access. Considering general feedback expressing concerns about permitted uses, mixed use buildings will remain discretionary.</p> <p>We are moving from three zones down to two that are differentiated based on land use instead of building scale. The first zone will be Mixed Use Flex, for developments comprised of entirely housing, entirely commercial, or a mix of uses. The second zone is Mixed Use Commercial, which is for higher activity areas where buildings must either be mixed-use or standalone retail/commercial. Both zones enable developments at different scale up to 6, 12 or 13+ storeys with appropriate building design rules for the different heights.</p>
Downtown	<ul style="list-style-type: none"> • Respondents prioritized public safety, outdoor spaces, and housing affordability, while expressing concerns about parking availability and the Plus-15 network's impact on street-level activity. 	<p>In the downtown we are prioritizing active frontages (stores that are accessed from the sidewalk) and enabling mixed-use development to create a friendly walking environment with easy access to goods and services. In terms of parking, we are exploring more flexible parking rates to support better walkability, transit use and housing affordability.</p>
Commercial lands	<ul style="list-style-type: none"> • People want safe and easy navigation for pedestrians and cars into and throughout commercial sites. • Internal roads that connect directly to main roads and run in front of businesses can create safety concerns. 	<p>Rules have been added to improve pedestrian site circulation both into and within developments, along with improving rules for site access for larger developments and near transit.</p> <p>Flexible landscaping rules have been drafted that allow for developments to create quality spaces while still requiring tree</p>

What We Are Doing – Zoning Bylaw		
Theme	What We Heard	What We Are Doing
	<ul style="list-style-type: none"> Landscaping should feel welcoming and soften hard surfaces, such as parking areas. Some people had difficulty differentiating the smallest mixed use zone from the smallest commercial zone. Ensure there is enough parking. 	<p>planting along edges and within larger parking lots to help soften hard edges.</p> <p>The smallest commercial zone has changed to be vehicle use focused and differentiate from the similar mixed use zone.</p> <p>In commercial zones there are no maximum parking requirements, which allows parking to be provided as required for the needs of each development.</p>
Industrial lands	<ul style="list-style-type: none"> Some feedback questioned the market feasibility of mixing residential and industrial development in Calgary and suggested that transitioning older industrial areas to residential could be achieved through existing zoning tools. Regulatory requirements for industrial development may affect competitiveness, particularly during periods of weaker market conditions. 	<p>We are removing housing from the Industrial Flex zone. Where housing is appropriate in industrial policy areas there are mixed-use zones that better fulfill this purpose. Requiring former industrial parcels to rezone to mixed-use zones will help ensure appropriate context for residential uses, such as sidewalks.</p> <p>We are revising landscaping and urban design rules to focus on simpler landscaping designs, prioritizing drought-tolerance and trees over more complicated plantings, and to emphasize functional building design.</p>
Business operations	<ul style="list-style-type: none"> Strong support for cutting red tape and making it easier for businesses to open. 	<p>Prioritizing streamlined business change processes to maintain simple, quick, and easy changes for new businesses and business changes.</p>
Overall simplification of the Zoning Bylaw	<ul style="list-style-type: none"> We heard that it can be hard to understand whether general rules or zone-specific rules have priority, and that the current Land Use Bylaw is too rigid and restrictive. 	<p>The Bylaw is now organized so it reads more intuitively for someone who is trying to understand what can be built on a parcel of land. Rules applying to a zone are mostly contained in the zone, rather than spread between general rules, use rules, and zone rules, like the current land use bylaw.</p>

What We Are Doing – Zoning Bylaw		
Theme	What We Heard	What We Are Doing
Protecting parks with zoning	<ul style="list-style-type: none">• Park is currently a listed use in most land use districts and many public parks have residential land use districts. This has resulted in concerns about parks being sold off and/or converted to housing and poor protection of parks land.	<p>We are moving the Park use to zones that are specific to public parks. This will make it clear what sites are public parks and which sites are intended for another purpose, like housing.</p> <p>Through Zoning Bylaw maps, post-approval, public park sites will be identified and zoned with a parks-specific zone. This will make the purpose of the site clear and clarify whether a site is a public park and protect it as such.</p>

What We Are Doing - Street Manual

The Street Manual will guide how streets are designed in both new and established communities. It will focus on enabling safe and inclusive streets for all Calgarians, while advancing Calgary's environmental, operational and economic goals. A key goal of the Street Manual is to better integrate the role of streets in the development of communities, high-activity areas (for example transit-oriented areas, downtown) and industrial areas across the city.

The Street Manual reflects significant progress in achieving the aims of incorporating feedback from City staff, the public, industry and community groups. It aims to simplify standards, and achieve key goals such as reducing rights-of-way, prioritizing safety, integrating trees and standardizing cross-sections. **Table 4** summarizes what we heard from Calgarians about the Street Manual and how those insights are shaping the draft document.

Specific changes incorporated:

- **Public Trees:** Integrated medium and large canopy trees into most standard cross-sections with healthy soil environments and utilities arranged to avoid conflicts.
- **Community Infrastructure:** Examining collector street variants to the standard parking on both sides (no parking / parking on one-side) to minimize: pavement width, right-of-way width, and public-land dedication.
- **Safe Speeds:** Lowered target speeds and narrowed travel lanes on local and collector streets; separated pedestrians and cyclists from higher traffic streets in residential areas.
- **Comprehensive Design:** Consolidating fire, accessibility and transit standards; maintained the net number of street classifications and cross-sections; added more intersection plans; introduced design process and guidance for greenfield development and retrofit guidance for established communities.

Looking ahead, we'll outline next steps for engagement and document refinements, including a summary-page format for forthcoming Phase 6 engagement and one-page chapter summaries following publication.

Table 4: Street Manual – What We Are Doing

What We Are Doing - Street Manual		
Theme	What We Heard	What We Are Doing
Public Trees	<p>Across all engagement phases, participants communicated the importance of protecting and enhancing trees and the urban forest, positioning them as essential for neighbourhood context, livability, community health and climate resilience.</p> <p>People want to see more public tree planting and maintain or increase the amount of tree cover in public spaces, residential areas, along walking/biking routes and downtown, noting the benefits for shade, air quality and mitigating extreme temperatures.</p>	<p>The Street Manual Team is working with City departments to incorporate medium and large canopy trees into most standard street cross sections with a healthy soil environment and no utility conflicts.</p>
Community Infrastructure	<p>We heard differing perspectives on how street space should be used. Many Calgarians value trees and the benefits they provide. Others want to be able to park close to their home, including on the street in front of their house.</p> <p>Street space is limited. Not all streets can fit both trees and on-street parking, and widening streets can</p>	<p>We are working with groups responsible for utilities and urban forestry to achieve street trees on local streets more frequently. We are also exploring local and collector street alternative cross sections that have no parking, or parking on one side to provide flexibility in parking supply. This would reduce costs by limiting the amount of road construction and land required in cases where parking isn't allowed or feasible. For all other cross sections, we've worked with other groups to narrow pavement width and right-of-way.</p>

What We Are Doing - Street Manual		
Theme	What We Heard	What We Are Doing
	<p>require more land. Tradeoffs are sometimes unavoidable.</p> <p>Trends in public land dedication are increasing beyond the 30% cap set by the <i>Municipal Government Act</i> (MGA).</p>	
Safe and Appropriate Speeds	<p>People like safer community streets (i.e. slower moving cars). People ranked safety as the #1 street manual objective in Phase 2 engagement.</p>	<p>The Street Manual team is working with internal design and operational groups to provide safer design without negatively impacting city operations.</p> <p>Safer design is achieved through:</p> <ul style="list-style-type: none"> • Lowering target speeds • Narrowing streets & travel lanes on local and collector streets • Separating pedestrians and cyclists in residential areas from vehicular traffic • Traffic calming built into standard designs for new builds
Comprehensive and Easy to Use Street Design	<p>We heard about the importance of:</p> <ul style="list-style-type: none"> • High level guiding principles • More retrofit design guidance • Standards that the corporation is aligned with • Faster approvals 	<p>We have developed 10 chapters for street design in new and existing communities and have also worked with internal groups to consolidate fire safety standards, accessibility standards and transit standards into the Street Manual.</p>

What We Didn't Do

During engagement we received feedback that we could not directly act upon within the scope, authority, or timeframe of the City Building Program (CBP), the Calgary Plan or the Zoning Bylaw. We want to draw attention to situations where feedback was carefully considered - and valued - but could not be acted on by the City Building Program due to statutory limits, policy scope, or decision-making constraints.

Types of Feedback the City Building Program Could Not Act On

- Topics managed by other governments or organizations
- Funding decisions on infrastructure investments
- How decisions are made by Council
- How location-specific input fits within a citywide plan
- Outcomes influenced by market conditions
- Input on decisions already in place

Sometimes, we could not act on the feedback we received. This does not mean the feedback was unimportant. It reflects the realities of what the City Building Program can change. Being clear about these limits helps explain how decisions are made, what engagement can influence, and when decisions fall to other processes, other governments, or future Council decisions. **Table 5** summarizes the feedback that could not be incorporated into the draft documents and explains why.

Table 5: City Building Program – What We Didn’t Do

What We Didn’t Do – City Building Program			
Theme	What We Heard	Example comments	Why the City Building Program Could Not Use the Feedback
Topics Managed by Other Levels of Government or Other Organizations	<p>To address certain feedback from participants would require actions that sit outside The City’s authority. Examples include:</p> <ul style="list-style-type: none">Immigration limits; reducing population growth; stopping people from moving to CalgaryRent control, rent caps, or eviction protectionsCriminal justice reforms, policing policy, sentencing, addictions treatment governanceHealth care system expansion (hospitals, doctors, mental health systems) beyond municipal roleProvincial education policy (school curriculum, class sizes, grade advancement)	<p>“Yearly rent increases over 10%. Is anyone tackling the rent increase cap?”</p> <p>“Due to lack of tenants rights in this city I will likely be evicted from my rental unit.”</p> <p>“Stop the feds from taking all our money. Bring back the energy sector.”</p>	<p>These matters are governed by Federal or Provincial legislation, not municipal planning policy. While the City Building Program can acknowledge pressures, questions and concerns, it cannot deliver or mandate these outcomes.</p> <p>Some feedback asks for outcomes that cannot be delivered through municipal planning policy alone:</p> <ul style="list-style-type: none">Municipal plans must align with the Municipal Government Act, Provincial building codes and applicable intergovernmental agreements.Questions about alignment with the Municipal Government Act, Environmentally Significant Areas, and inclusionary zoning thresholdsRequests to modify or reinterpret affordability requirements such as non-market housing rules that are governed by legislation, Council-approved strategies, or funding agreements <p>Some feedback depends on actors beyond The City’s direct control:</p> <ul style="list-style-type: none">Calls for developer behaviour changes without incentives or regulatory tools in placeRequests for private-sector investment shifts or innovation uptake without market-viable mechanisms
Funding Decisions on Infrastructure Investments	<p>Addressing certain feedback would require direct capital investment commitments, which the City Building Program is unable to make. Participants suggested:</p>	<p>“Build the green line North... The number one reason we don’t leave our home... is</p>	<p>While the City Building Program provides high-level guidance to support future investment, it does not allocate budget.</p> <p>The Calgary Plan is explicitly positioned as: a statutory, city-wide</p>

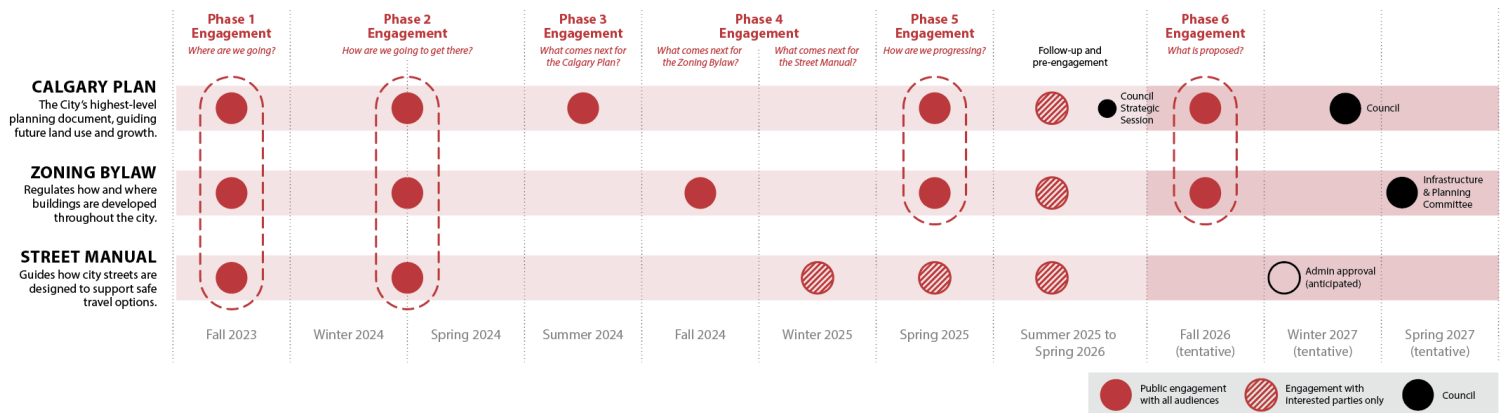
What We Didn't Do – City Building Program			
Theme	What We Heard	Example comments	Why the City Building Program Could Not Use the Feedback
	<ul style="list-style-type: none">New hospitals, LRT lines, regional rail, airport rail connectionsImmediate transit frequency increasesLarge-scale road expansions or reversals of traffic calming.Recreation centres and pools in specific neighbourhoodsCancellation of major capital projects such as the Arena or Green LineReallocating City budgets away from climate, equity, or artsImplement interactive dashboards, live metrics, and ongoing performance monitoring toolsFaster transit expansion including investment and faster delivery of Green LineMore infrastructure investmentGreater City funding commitmentCalls to expand or accelerate transit to regional municipalities (e.g. Cochrane, Airdrie)Calls from the private sector to reduce infrastructure costs and/or lower off-site levies to improve development feasibility	<p>because the bus to downtown is horrible.”</p> <p>“We’ve been fighting for amenities in Northern Hills... we don’t have access to LRT... affordable recreation, meeting places or Open Green Spaces.”</p> <p>“The deep SE doesn’t use transit because we don’t have reliable transit... I shouldn’t have to commute for 90 minutes for a 20 minute drive.”</p>	<p>policy document focused on “the what, not the how.” The City Building Program through the Calgary Plan can signal intent, but cannot commit funds, set levy rates, or guarantee service delivery timelines. Feedback that called for detailed design, operational rules, or site-specific prescriptions is not able be resolved in the Calgary Plan itself (site specific decisions occur later through development permit processes, local area plans and subdivision and servicing reviews).</p> <p>Infrastructure siting and interactive tools require capital planning, budgeting and service delivery processes.</p> <p>The City Building Program is:</p> <ul style="list-style-type: none">Developing policy and regulation, not a capital budgetNon-allocative: it does not approve projects, funding envelopes, or timelines. These requests require separate Council budget processes and intergovernmental funding. <p>These issues depend on:</p> <ul style="list-style-type: none">Capital budgeting decisionsRegional agreementsProvincial and federal fundingCouncil-approved investment strategies
How Decisions Are	Some feedback we received looks for democratic veto over policy or zoning direction, including calls for:	“The voting population should be involved with	Under Alberta’s Municipal Government Act:

What We Didn't Do – City Building Program			
Theme	What We Heard	Example comments	Why the City Building Program Could Not Use the Feedback
Made by Council	<ul style="list-style-type: none">City-wide referendum on blanket rezoningNeighbourhood veto rights over permitted usesAbility for adjacent owners to block developmentAssertions that engagement should “override Council decisions”	major objectives/decisions like the rezoning. Rezoning affects all - all should have their vote.” “Giving citizens predictability in what their immediate community surroundings will be.”	<ul style="list-style-type: none">Council retains statutory decision-making authorityEngagement informs decisions but cannot legally replace themGranting veto power would undermine the statutory planning framework
How Location-specific Input Fits Within a Citywide Plan	<p>Some feedback we received looks to the Calgary Plan or Zoning Bylaw to resolve parcel-level outcomes. Some participants had strong ideas on whether certain types of building should be permitted on their street.</p> <ul style="list-style-type: none">Exact height, setback, unit count decisions for specific lotsRequests to map specific streets, parcels, or developmentsCalls to preempt future development permit decisionsSpecific parcels, roads, transit alignments, pathways, or exact boundaries to be shown on the City Structure Map	“We choose the community to live in... Citizens should be able to buy property and not be shocked by what is built next to them.” “Our neighbour built a giant house and we are not happy” “Because of the planned densification... We bought our house because we liked the neighborhood as it is, not knowing these changes were coming.”	<p>The Calgary Plan deliberately operates at a strategic, city-wide scale, and the Zoning Bylaw sets rules, not development approvals.</p> <p>Site-specific decisions occur later through:</p> <ul style="list-style-type: none">Development Permit processesLocal Area PlansSubdivision and servicing reviews <p>The Calgary Plan, Zoning Bylaw and Street Manual provide guidance to local area plans, development applications and other projects across the city by creating consistent and modernized policy and bylaws that are applied citywide. Comments received on individual development applications or local area plans are outside the scope of these documents.</p> <p>For example, the Calgary Plan outlines Neighbourhood – High Activity areas, which are generally around LRT and BRT stations and along main streets – using Calgary Plan policies for Neighbourhood – High Activity as a starting point, a Local Area Plan outlines what building scales and uses (i.e. commercial, residential, industrial) are</p>

What We Didn't Do – City Building Program			
Theme	What We Heard	Example comments	Why the City Building Program Could Not Use the Feedback
			<p>appropriate given location-specific considerations such as topography, existing buildings, major roads, etc.</p> <p>Engagement is important for both the development application and Local Area Planning process. Comments on development applications can be provided through Development Map and information about Local Area Plan engagement can be found here.</p>
Outcomes Influenced by Market Conditions	<p>Some feedback looks to The City to guarantee affordability, tenure, or price outcomes through zoning alone.</p> <ul style="list-style-type: none">Claims that specific zoning configurations will:<ul style="list-style-type: none">Lower rents directlyPrevent luxury developmentControl resale valuesRequests to mandate unit prices or tenant income bands	<p>“The Beltline/Mission areas have become completely unaffordable within the last 2 years.”</p> <p>“Most communities in Calgary have become extremely unaffordable both to buy and rent...”</p> <p>“Housing prices continue to rise, and rent follows suit. Unless I win the lottery, I'm not going to be able to live on my own.”</p>	<p>Zoning enables form and use but does not control market pricing. Delivering affordability relies on other policy tools (funding, incentives, partnerships).</p>

Next Steps

Calgarians can receive updates about the City Building Program project by signing up for the City Building Newsletter and by visiting engage.calgary.ca/citybuilding, calling 311 or contacting us by email at citybuilding@calgary.ca.



Pending direction from Council on June 16, 2026, the City expects to begin Phase 6 engagement on the City Building Program in the fall of 2026, to share and validate the final proposed direction of the Calgary Plan, Zoning Bylaw and Street Manual. It will also be an important opportunity for The City to demonstrate what has changed, how its direction impacts communities, and highlight what we are doing with input from past phases.

The engagement will provide a chance to provide closing thoughts on the Calgary Plan, Zoning Bylaw and Street Manual, ahead of anticipated Public Hearing of Committee and Council in the early 2027. The feedback from Phase 6 engagement will be used to revise the final documents.