City Building Program
Phase 3 – Calgary Plan Engagement

What We Heard Report

Executive Summary

Project Overview

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.

Through this third phase of engagement, the Calgary Plan was the focus of conversation to provide the detail of feedback needed to inform revisions to the Calgary Plan as it works towards finalization. There will be subsequent phases of engagement for the Zoning Bylaw and the Street Manual in the fall of 2024.

Engagement Overview

To date, the City's planning team has conducted two major phases of public engagement to gather input from Calgarians. This approach was designed to capture ideas and feedback from residents and businesses regarding the content of the City Building documents.

The first phase, titled "Where Are We Going?", took place in the fall of 2023. It focused on understanding the direction Calgarians want reflected in the City Building documents. The second phase, "How Are We Going to Get There?", occurred in the winter of 2024. During this phase, draft concepts developed from the first phase were shared, and feedback was collected on the proposed ideas. The findings from these two phases are summarized in a series of "What We Heard" reports, available on the calgary.ca/citybuilding webpage.

The third phase of engagement, which is the focus of this report, was titled "What Comes Next for the Calgary Plan?" and took place from June 24 to July 21, 2024. The goal of this phase was to present the draft Calgary Plan, validate the draft directions, and identify any gaps or opportunities to further refine the plan.

During this third phase, a variety of methods were used to share information about the draft plan and gather participant feedback:

- **Online Webpage:** The City's Engage Page was used to share project details and the draft plan, with key directions and changes summarized in easy-to-read sheets.
- **Online Surveys:** Two online surveys were conducted via the City of Calgary's Engage Portal. These surveys sought feedback on the overall direction of the Calgary Plan and offered participants a chance to explore and comment on specific policy details within the plan.
- **Community Conversations:** A total of 23 in-person events were held across the city to discuss the draft plan. These events included community pop-ups, intercept surveys, and meetings with community groups.

Across the different methods, 3,020 participants provided feedback through this phase, with 859 providing input online and over 2160 attending in person. We also had 8,859 people visiting the online portal page for information about the project.

Engagement with interested parties (industry and community groups) and Indigenous communities also occurred during this time but are not included within this report.

What We Asked

The third phase of engagement aimed to present an overview of the direction outlined in the Draft Calgary Plan, assess the level of consensus among respondents, and identify any unique perspectives that might have been overlooked. Participants were invited to provide feedback either on the overall direction of the plan or on the more detailed, topic-specific directions within each section—or both. This report organizes the feedback gathered according to that structure.

What We Heard

The following summarizes the feedback provided by participants on the high-level direction of the plan:

- The outcomes associated with the Calgary Plan's goals resonated with most respondents, with more participants expressing alignment with these goals than those who did not.
- When asked if there were additional outcomes they would like considered in planning for Calgary's future, respondents highlighted several priorities. These included improving and expanding the transit system, maintaining existing infrastructure, offering diverse and

affordable housing options, advocating for greater climate resilience, preserving green spaces, and focusing on the City's essential municipal services.
- The majority of respondents agreed that the key directions outlined in the Calgary Plan align with their vision for Calgary over the next ten years.

When asked about the specific details in the plan, respondents provided the following feedback:

Natural Systems

- A large majority of respondents supported the directions related to the ecological network and citywide natural systems.
- There was a strong desire for greater emphasis on environmental stewardship and increased access to green spaces.
- Respondents expressed concerns about maintaining and improving critical infrastructure as the city grows.
- Many participants advocated for more tree planting and enhanced access to green spaces throughout the city.
- There was a clear call for The City to focus more on managing natural systems in the context of climate change and strengthening climate resilience.

Built Systems

- A large majority of respondents supported the directions related to servicing and mobility systems.
- Many respondents emphasized the need for a more extensive transit system, including additional buses, trains, improved routes, and better connectivity.
- Parking and car dependency were contentious topics, with some respondents advocating for reduced car dependency while others expressed the need for more parking and concerns about the impact of reducing parking options.
- There was a strong desire for improved cycling and wheeling infrastructure, including more dedicated pathways and year-round options.
- Respondents expressed significant concern about the maintenance of infrastructure, such as roads, water systems, and utilities, and called for greater investment in these areas as the city grows.

General City Policies

- The majority of respondents supported the directions relating to growth, design, city-wide land uses, natural hazards and flooding and City facilities and spaces.
- Respondents were split on the notion of density in the city, with some folks desiring more and recognizing a need for housing, whereas others are concerned with the pace we are growing and the impacts of the rezoning for housing decision.

- Respondents advocated for the need to prioritize infrastructure and public services and addressing any current shortcomings.
- There was a call for more accessibility and affordability to be addressed through these policies, particularly around housing and public spaces.

City Structure Areas

- The directions presented associated with all of the city structure areas were strongly supported by survey respondents.
- The need for densifying across the city was raised by survey respondents as a way to help utilize City space and services more efficiently and have more well-used amenity spaces.
- A call was made for an improvement of City amenities, community infrastructure and to integrate commercial spaces within communities, to make communities across the city more livable.
- Concerns were raised about the intensity of development and the impact that is having on existing neighbourhoods.

Implementation

- The majority of survey respondents agreed with the directions associated with the implementation framework of the plan.
- Respondents highlighted a need for more rigorous community engagement and concerns with current city-wide processes.
- Sustainability was emphasized as a way to help the city better as it grows.

Next Steps

The feedback that is summarized in this report will help the project team revise and refine the Calgary Plan. The final draft Calgary Plan will be shared with Calgarians in November 2024, prior to the Public Hearing of Council in early 2025.

Phase 4 engagement on the Zoning Bylaw will occur in Fall 2024.

Table of Contents

Executive summary 1

1.0 Program Overview 6

Program background 6
Why does this program matter? 7

2.0 Engagement Overview 8

Engagement objectives 8
Audiences 8
City Building engagement to date 9
Methodology 10
Participation 12
What we asked 14

3.0 What We Heard 15

Introduction 15
Natural Systems 22
Built Systems 26
General City Policies 30
City Structure Areas 37
Implementation 41
General Comments 44

4.0 Next Steps 46

Appendix A – Demographics 47

Appendix B – Verbatim Comments and Quotes 51

Section 1

Program Overview

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.

Through this third phase of engagement, the Calgary Plan was the focus of conversation to provide the detail of feedback needed to inform the Plan as it works towards finalization. There will be subsequent phases of engagement for the Zoning Bylaw and the Street Manual in the fall of 2024.

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 communities 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.

Section 2

Engagement Overview

2.0 Engagement Overview

2.1 Engagement Objectives

Throughout the third phase of engagement focusing on the draft Calgary Plan, the project team aimed to achieve several objectives related to engagement. The objectives are as follows:

Engagement Goals

- Provide an overview of the Draft Calgary Plan to Calgarians in an accessible manner.
- Gather a consensus from interested individuals on whether they support the directions presented in the Draft Calgary Plan.
- Identify any gaps or missing elements between what Calgary residents are seeking and the City's current actions and priorities related to the Draft Calgary Plan.
- Understand which aspects of the Draft Calgary Plan are of greatest concern to residents.
- Determine what changes to the Draft Calgary Plan would improve life in Calgary.

2.2 Audiences

Throughout the engagement process to date, there have been a number of different communication and engagement tactics employed to ensure that the efforts were broad, accessible, and geographically diverse. Throughout the process, there have been five streams of engagement work being conducted to ensure we hear from as many Calgarians as possible, including:

- **General Public:** Engagement with Calgarians who are participating to share their personal interests and ideas. The goal was to help inform Calgarians about the plan, understand their thoughts, and help guide the program.
- **Equity-Denied Communities:** Engagement with equity-denied communities in Calgary, focusing on underrepresented and historically marginalized populations. The goal is to build trust, understand lived experiences, and generate solutions.
- **Indigenous Engagement:** Engagement with Indigenous communities, including the Blackfoot Nations of Siksika, Piikani, and Kainai, the Stoney Nakoda First Nations tribes of Chiniki, Bearspaw, and Wesley, the Tsuut'ina First Nation, and the Métis Nation of Alberta, Regions 5 & 6. This strengthens relationships, reflects community priorities, and incorporates Indigenous knowledge.
- **Interested Parties:** Engagement with organizations and representatives expressing specific interest in one or more aspects of the project. These entities are providing valuable subject matter expertise into the City Building program.
- **Internal City Staff:** Engagement with City of Calgary employees and partners who will play a role in influencing and utilizing the deliverables from the City Building program. This stream ensures internal alignment and collaboration.

The feedback presented in this report provides a summary of the responses received during the third phase of engagement with the general public and equity-denied communities.

2.3 City Building engagement to date

Phase 1 Engagement – Where are we going?

In Fall 2023, the City's planning team launched the first phase of a multi-phased engagement process to hear from the voices of Calgarians. The approach was designed to capture ideas and feedback from residents and businesses about the content of the City Building documents. The first phase, titled "Where are we going?" was held between October 23 and December 3, 2023. The findings of that phase can be found in the Phase 1 What We Heard Report, located on the calgary.ca/citybuilding webpage.

During the first phase of engagement, various tactics were used to share information about the project and hear from Calgarians, including:

- A City of Calgary Engage webpage that included key project details and hosted an online survey.
- Sixteen pop-up engagement events held across the city.
- An online webinar where the project team shared project details and answered participants questions.

In total, 2,416 participants were engaged during the first phase, with 1,398 attending in person, 1,018 participating online, and 4,434 individuals visiting the online portal for information.

The information that was gathered through the first phase played a fundamental role in shaping the direction of the concepts and ideas presented through the second phase of engagement.

Phase 2 Engagement – How are we going to get there?

Through the Winter of 2024, the second phase of engagement was conducted to further the conversations and learn more from Calgarians. The second phase was designed to share draft ideas and concepts that were informed by the first round of engagement and gather feedback from Calgarians. This phase of engagement was held between January 29 and March 3 of 2024. The findings of that phase can be found in the Phase 2 What We Heard Report, located on the calgary.ca/citybuilding webpage.

During the second phase of engagement, a number of different tactics were used to share project details and gather feedback from Calgarians, including:

- A City of Calgary Engage webpage that included key project details and hosted an online survey.
- Two online webinars were held in which the project team shared project details, asked targeted questions and answered any questions that the participants had.

- Six large-scale public open houses across the city, where participants were asked to engage with the materials, provide feedback on preferences, and ask questions of the project team.

Over the different methods, we had 1,382 participants provide feedback through this phase, with 1,061 providing input online and 321 attending in person. We also had 7,241 people visiting the online portal page for information about the project.

The information gathered through the first two phases of engagement has helped shape the Calgary Plan into the draft document that was engaged on throughout the third phase of engagement, the findings of which are outlined in this report.

Equity Denied Communities Engagement

To develop a long-term plan for Calgary as a city where everyone can thrive, the City Building program set an intention to center equity as an integral consideration for its work. The City Building program recognizes that circumstances in the lives of many members of equity-denied communities vary and have impacted their capacity to take part in traditional engagements. To guide the development of opportunities that would support participation for members of equity-denied communities, engagement was planned around the following objectives:

- Convene and understand the lived experiences of equity-denied groups that are not traditionally engaged.
- Deepen and improve community relations with equity-denied groups in the community.
- Involve equity-denied groups to have their lived experiences and perspectives understood in City policy and implementation.
- Educate and involve organizations in the community-building process to build collaboration between and in the future City engagement.

A report on insights collected in Phase 1 and 2 is available on the Engage Portal. For this Phase 3 report, the information gathered through these sessions with equity-denied communities was integrated with feedback from the public to shape the Calgary Plan into the draft document that was engaged on throughout the third phase of engagement.

2.4 Methodology

Phase 3 Engagement Tactics

The engagement covered in this report targeted the general public and equity-denied communities. Both groups participated to share their personal interests and ideas on the concepts presented. This third phase of engagement utilized the following tactics:

Online Webpage

During the "Phase 3: What Comes Next for the Calgary Plan?" engagement phase, the draft Calgary Plan and accompanying documents were shared with individuals. This phase was not just focused on gathering feedback on the plan; it also aimed to share information about the plan so that Calgarians can learn more about the future of Calgary. The online webpage included a link to the full draft Calgary Plan, as well as a series of “Summary Sheets” that were designed to provide easy to digest information about the Plan. There was a summary sheet developed for each of the chapters of the Plan (to provide an easy to read overview of the chapter) and a series of summary sheets developed for three of the underlying concepts that is highlighted in the plan (Equity, Truth and Reconciliation, and Climate Change). Together, the online webpage acted as a landing ground for all information about the Calgary Plan to inform participants who wanted to learn more about the project.

Online Survey

Two online surveys were hosted on the City of Calgary Engage Portal to gain feedback on the direction outlined in the draft Calgary Plan. The surveys were split into two groups: the introduction survey (focusing on the high-level direction of the Calgary Plan) and the Chapter survey (which aimed to dive into greater details of the policies associated with each of the detailed chapters of the plan). A series of open-ended and closed-ended questions were asked throughout both surveys to gather participant feedback. The findings from these surveys are outlined in the forthcoming report.

Community Conversations

As part of the outreach and engagement initiative for the City Building program, 23 community conversation events were conducted across the city. These events included community pop-up events, intercept surveys, and invitations to community spaces. The goal was to visit high-attendance places and events around the city, meeting people where they were, and engaging with as many individuals as possible during this phase. Given the timing, these events included attending large-scale Calgary Stampede pancake breakfasts held throughout the city, allowing the project team to interact with a wide audience. Additionally, several other events were hosted across various geographical locations and times, ensuring a diverse range of opportunities for interested individuals to provide feedback.

Communications

During the second phase of engagement for the City Building program, a multifaceted communication strategy was employed to effectively reach and involve participants. The tactics used were as follows:

- **Calgary.ca Landing Page:** Utilized as a central information hub for easy access to program details.
- **City of Calgary Engage Portal:** Provided an interactive platform for participants to engage with program information.

- **Social Media Presence:** Leveraged both paid and organic channels on Facebook, Instagram, Instagram Threads, NextDoor, LinkedIn, and Twitter to share information and encourage participation.
- **Digital Advertising:** Implemented native ads, in-language banners, YouTube clips, and Spotify Audio ads for a diverse and engaging online presence.
- **Out-of-Home Advertising:**
- Utilized the Pattison CTS network for digital displays at C-train stations, extending the reach to a wider audience.
- Outfront Media—55 digital billboards located around Calgary
- Mall digital directories at Chinook Centre
- Digital spectacular at The Core Shopping Centre
- **Multicultural radio:** Deployed translated radio ads through RED FM, CHKF Fairchild and CJWE Windspeaker channels to cater to linguistic diversity in the promotional efforts

2.5 Participation

The third phase of engagement occurred over a four-week period, from June 24 to July 21, 2024. During this time, various activities were conducted to gather feedback from participants. Overall, feedback was received from over 2,160 participants at the in-person events, and the online engagement page attracted 8,859 visitors, with 859 individuals contributing to the online surveys. A detailed breakdown of participation across these activities is provided below.

Engagement Opportunities	Dates	Numbers
Portal Page (calgary.ca/citybuilding)		
Online Portal	June 24 – July 21, 2024	8,836 visitors
Online Questionnaire	June 24 – July 21, 2024	859 contributors
In-person Events		
Mayor's Environment Expo	June 4 & 5, 2024 9:00 am – 3:00 pm	561 participants
Drop in Centre Staff BBQ	Friday, June 21, 2024 10:00 am – 4:00 pm	12 participants
Alcove Centre for the Arts Pop-up	Sunday, June 23, 2024 1:00 – 5:00 pm	18 participants
Vivo Centre for Healthy Generations Pop-up	Tuesday, June 25, 2024 4:00 – 7:00 pm	40 participants
Youth Central Pop-up (Capitol Hill)	Saturday, June 29, 2024 11:00 am – 3:00 pm	90 participants
Village Square Intercept Interviews	Tuesday, July 2, 2024 9:00 am – 3:00 pm	50 participants

Municipal Building Intercept Interviews	Wednesday, July 3, 2024 9:00 am – 3:00 pm	18 participants
Chinook Mall Pancake Breakfast Pop-up	Saturday, July 6, 2024 7:00 – 11:00 am	328 participants
Brookfield Residential YMCA at Seaton Pancake Breakfast Pop-up	Sunday, July 7, 2024 9:00 – 11:00 am	98 participants
Market Mall Stampede Pancake Breakfast Pop-up	Tuesday, July 9, 2024 9:00 – 11:00 am	143 participants
Southcentre Mall Stampede Breakfast Pop-up	Wednesday, July 10, 2024 9:00 – 11:00 am	196 participants
Shawnessy YMCA Pancake Breakfast Pop-up	Thursday, July 11, 2024 7:00 – 11:00 am	78 participants
Disability Action Hall BBQ Pop-up	Thursday, July 11, 2024 11:30 am – 1:00 pm	25 participants
Kensington Night Market Pop-up	Thursday, July 11, 2024 4:00 – 9:00 pm	46 participants
Rocky Ridge YMCA Pancake Breakfast Pop-up	Friday, July 12, 2024 9:00 – 11:00 am	140 participants
Sunridge Mall Pop-up	Sunday, July 14, 2024 11:00 am – 2:30 pm	28 participants
Westside Recreation Centre Pop-up	Tuesday, July 16, 2024 4:00 – 7:00 pm	51 participants
Youth Central Pop-up (Central Library)	Thursday, July 18, 2024 5:00 – 7:00 pm	12 participants
Action Dignity BBQ Pop-up	Friday, July 19, 2024 5:00 – 9:00 pm	22 participants
Youthful Cities Walk	Friday, July 19, 2024 12:00 – 2:00 pm	10 participants
Marda Loop Night Market Pop-up	Friday, July 19, 2024 5:00 – 10:00 pm	128 participants
Genesis Centre Pop-up	Saturday, July 20, 2024 12:00 – 3:00 pm	9 participants
Sunalta Farmers Market Pop-up	Saturday, July 20, 2024 10:00 am – 2:00 pm	69 participants

2.6 What We Asked

The third phase of engagement aimed to provide an overview of the direction in the draft Calgary Plan, gauge consensus on respondents' inclinations based on the proposed directions and identify any unique perspectives that might have been overlooked. To achieve this, the line of questioning was divided into two categories: high-level validation of the overall plan direction and more detailed analysis of the specific directions associated with each section.

The high-level conversation, conducted through an introductory online survey and community events, focused on understanding consensus on the plan's goals, the outcomes associated with each, and the key directions. The more detailed analysis of the plan's directions was explored through a separate survey on the engagement page. The project team was prepared to delve into these discussions at community events if participants had specific questions. This detailed content aimed to share the directions associated with each chapter of the plan, gauge the level of agreement, and identify any missing elements.

This dual approach, combining high-level and detailed questions, allowed participants to provide input where they felt comfortable while still providing the project team with the necessary information. The primary objectives were to understand the level of agreement with the draft plan and to identify any missing elements that should have been included. The feedback from this phase of engagement is summarized in the following section.

Section 3

What We Heard

3.0 What We Heard

The following section provides an overview of the feedback collected during the third phase of public engagement. To present this information clearly, the feedback has been organized into seven sections:

- **Introduction** – Feedback regarding the goals, outcomes, and key directions of the draft Calgary Plan.
- **Natural Systems** – Feedback on the policies for natural systems, which focus on protecting the ecological network and integrating nature throughout the city.
- **Built Systems** – Feedback on the built system policies, covering the major municipal infrastructure systems that support the city's daily functions.
- **General City Policies** – Feedback on the general city policies that guide the distribution and supply of different land uses, shaping how we live and conduct business.
- **City Structure Areas** – Feedback on the city structure areas, which classify land by use and intensity to guide growth and change in each area.
- **Implementation** – Feedback on the implementation policies that outline the roadmap for executing the strategic vision of the Calgary Plan.
- **General Comments** – Additional feedback on the draft Calgary Plan.

The feedback was collected through two main methods: an online survey hosted on the City of Calgary Engage Portal and conversations held within the community during the engagement period. Key insights from this phase are highlighted below.

3.1 Introduction

Survey Feedback

Environment Goal

Survey participants were provided with the following draft Calgary Plan content and asked to provide input on how well it aligns with their hopes for the future of Calgary.

Our goal is that Calgary respects and protects our natural systems as an essential part of our city.

The outcomes from this goal we want to see in the future include:

- Indigenous Stewardship: Stewardship of natural systems is based on a shared understanding and respect for inherent rights, the needs of all living beings and Indigenous worldview.
- Natural Connectivity: Natural systems are protected, healthy and connected, supporting native biodiversity and providing other ecosystem services such as climate adaptation and carbon sequestration.

- Nature & Urban Forest: Natural systems and the urban forest are integrated in and through the city as a key part of complete, healthy and climate-resilient communities.
- Watershed Resilience: Waterways and watersheds are protected, maintaining water quality, flood resilience and drought resilience.
- Access to Nature: All Calgarians have equitable access to natural areas and naturalized spaces.
- Compact Growth: Compact growth focused on the primary transit network makes efficient use of land and infrastructure, retains natural systems and supports net-zero communities and active travel options.
- Water Supply: Calgary has enough safe water for human wellbeing, ecosystem resilience, and economic activities now and for future generations.
- Net-Zero Emissions: Calgary has achieved net-zero greenhouse gas emissions.

How well do the environment outcomes align with your hopes for Calgary?

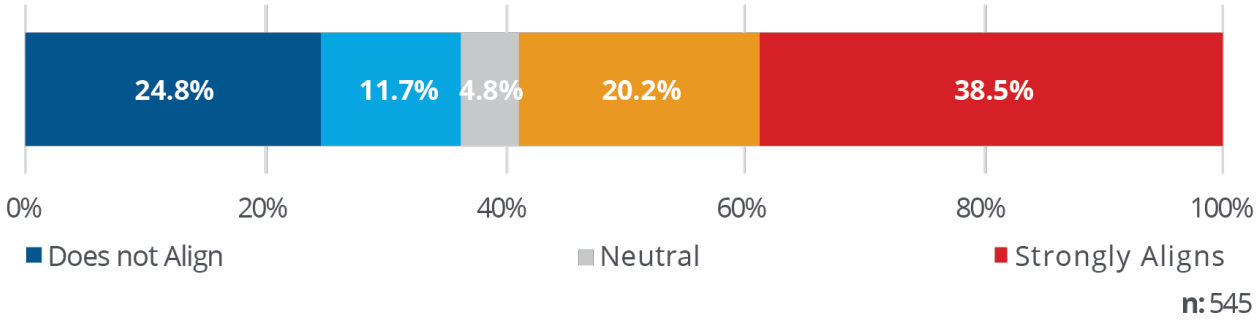

Figure 1: Likert responses to how well the outcomes for the environment goal align with respondents hopes for Calgary.

People Goal

Survey participants were provided with the following draft Calgary Plan content and asked to provide input on how well it aligns with their hopes for the future of Calgary.

Our goal is that Calgary attracts and supports people of all backgrounds to build a healthy and fulfilling life.

The outcomes from this goal we want to see in the future include:

- Inclusive City: People of all cultures, backgrounds, abilities, ages and incomes are welcomed and safe in all areas of our city.
- Indigenous Perspectives: Our shared history and present landscapes include Indigenous Peoples and their perspectives and worldviews.
- Housing Supply: A diverse, affordable and resilient housing supply provides all Calgarians with housing choices to meet their needs.

- Essential Services: All communities have local employment opportunities, healthy food, amenities, childcare and personal and essential services within walking distance, supporting healthy mobility choices.
- Travel Options: All Calgarians have access to safe, efficient, sustainable, accessible and affordable travel options that connect where they live and where they need to go, in all seasons.
- Year-round Activity: All Calgarians have safe, year-round opportunities to be active in ways that suit to their abilities, ages, incomes, backgrounds and culture.
- Municipal Services: Municipal services are equitable, reliable, safe, accessible and efficient.
- Arts & Culture: All communities have affordable and equitable arts and culture amenities and services to improve arts expression, cultural celebration and social connection.
- Climate Resilience: Communities are adaptive to a changing climate and have reduced exposure to climate impacts.
- Recreation: All communities have affordable and equitable access to recreation opportunities.

How well do the people outcomes align with your hopes for Calgary?

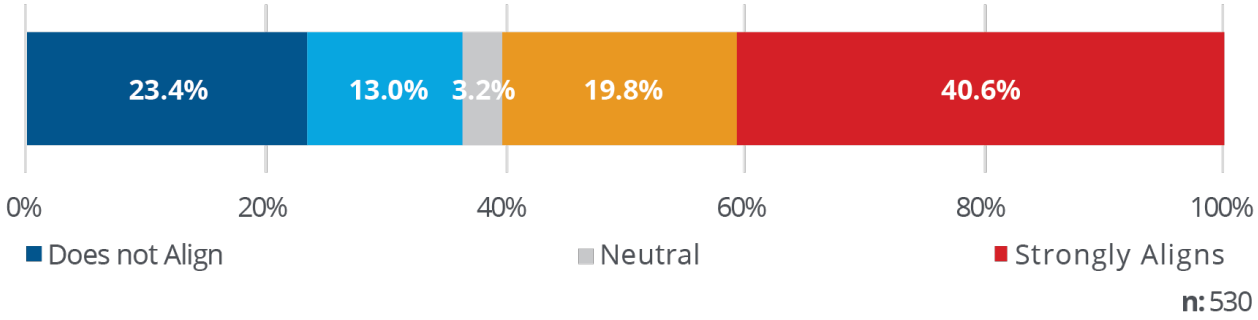

Figure 2: Likert responses to how well the outcomes for the people goal align with respondents hopes for Calgary.

Economic Goal

Survey participants were provided with the following draft Calgary Plan content and asked to provide input on how well it aligns with their hopes for the future of Calgary.

Our goal is that Calgary's robust and diverse economy supports innovation and opportunity for all.

The outcomes from this goal we want to see in the future include:

- Vibrant Economy: Calgary has a vibrant local economy where it is easy to start, operate and grow businesses.
- Regional Driver: Calgary is the primary driver of a strong regional economy, strengthening the Calgary Region as an economic entity.

- Participation: All Calgarians, including Indigenous Peoples, systemically marginalized and equity-deserving groups, equitably participate in and benefit from economic development.
- Public Transit: Calgary's public transit system provides convenient and affordable travel to employment and education, increasing economic participation and productivity.
- Industrial Growth: Calgary has a thriving industrial sector with room to grow.
- Amenity & Recreation: Calgary's amenities and recreational facilities attract visitors, stimulating economic activity, tourism and enhancing the overall quality of life for citizens.
- Goods Movement: Calgary has a goods movement network that efficiently connects businesses to distribution and manufacturing systems.
- Energy Transition: Calgary has an economy that can capitalize on the energy transition, including new energy markets and green industries.
- Creative Industries: Calgary's creative industries and arts and culture sector thrive and are widely distributed to all communities.
- Sustainable Growth: Calgary's growth is financially sustainable for The City.
- Climate Resilience: Calgary's economy is more resilient to stresses and shocks, including climate change impacts.

How well do the economic outcomes align with your hopes for Calgary?

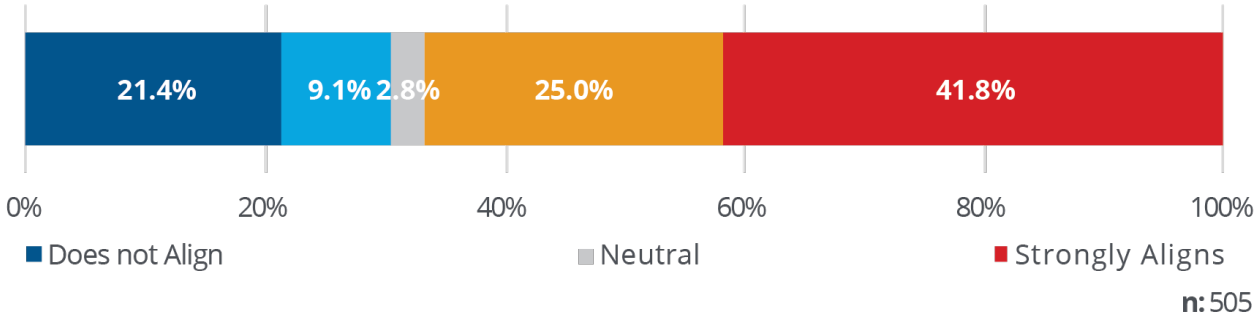

Figure 3: Likert responses to how well the outcomes for the economy goal align with respondents hopes for Calgary.

Are there any other outcomes that should be considered as we plan for our city's future?

Detailed Explanation	Sample Comment Quotes
Transit and Infrastructure Improvement: Improving and expanding the transit system, maintaining existing infrastructure, and ensuring accessibility are critical concerns. Respondents feel that a well-functioning transit system and robust infrastructure are foundational for the city's growth and quality of life.	"Build out the LRT system faster. The only way to profitably is to make the system so convenient all other options seem like a waste of time." "Better infrastructure and road management. Too many areas with single entry/exit and bottlenecks everywhere that worsen an already strained system." "Focus on maintaining existing infrastructure before trying to densify and expand transit."

Housing and Affordability: Respondents are worried about the availability and affordability of housing in Calgary. They want the city to ensure that new housing developments are affordable and to consider the financial impact on residents.	"Affordable Housing. All goals must consider affordability for citizens in conjunction with the overall outcomes outlined." “The housing crisis needs to be addressed, Calgarians cannot afford to live here.” “More land needs to be set aside to make sure we have enough affordable housing. There should be no homeless. If health or mental health is an issue preventing that, then appropriate steps should be taken.”
Climate Change and Environmental Sustainability: Respondents are advocating for more robust environmental policies, including climate resilience, preserving green spaces, and sustainable development. There is a desire for the city to take climate change seriously and implement measures to mitigate its impact.	"As a young Calgarian, I cannot emphasize enough how climate change is a deep concern for myself and my peers. We want to see Calgary be resilient to the struggles that will come with climate change." “More parks and trees” “Planting of drought-resistant trees, shrubs, and perennials on city land and parks and a strong commitment to maintenance”
Basic Services and Safety: Many respondents stressed the importance of focusing on fundamental municipal services such as water, wastewater, waste collection, police, and fire services. They also emphasized the need for effective management of these services to ensure safety and reliability.	"Dependable basic municipal services such as water, wastewater, waste collection, police, and fire. Get back to the basics of what the City is supposed to do." "Focus on essential services like water and roads.” “These are lofty and mostly admirable goals. However, I believe that we need a much more practical approach to goal setting. Let’s face reality and make Calgary a place to live with good water, sewer, public transit, and housing.”

Key Directions

Survey participants were provided with the following draft Calgary Plan content and asked to provide input on how well it aligns with their hopes for the future of Calgary.

The Key Directions are The City’s strategic priorities for the next 10 years, describing how The City will accomplish the goals and outcomes of the plan and take action on Truth and Reconciliation, equity and climate.

The key directions are:

- Accommodating a Growing City: The Calgary Plan directs a balanced approach to growth.

- Protecting, Connecting & Integrating Natural Areas: The Calgary Plan protects natural systems, increases connections between them, and increases access to natural areas for Calgarians.
- Creating Walkable, Complete Communities: The Calgary Plan enables complete and walkable communities in all areas of the city, by supporting a diversity of housing, land uses, and scales of development as we grow.
- Building Around Transit: The Calgary Plan prioritizes building communities around transit, enabling growth around all transit stations, and connecting people to where they need and want to go.
- Connecting Mobility Networks: The Calgary Plan supports safe, affordable, and convenient travel options for all Calgarians.
- Building a Strong Downtown: The Calgary Plan supports a people-focused downtown that is safe and welcoming for everyone, with connected neighbourhoods, active streets, and well-used, accessible public spaces.
- Expanding Housing Choice & Increasing Supply: The Calgary Plan enables increased housing choice and supply by making it easier to provide different types of housing across the city.
- Achieving Quality Design Outcomes: The Calgary Plan sets direction for achieving design excellence, building a city that is livable, attractive, memorable and functional.
- Strengthening Calgary's Economy: The Calgary Plan supports innovation and creativity to modernize the economy and increase inclusive economic participation.

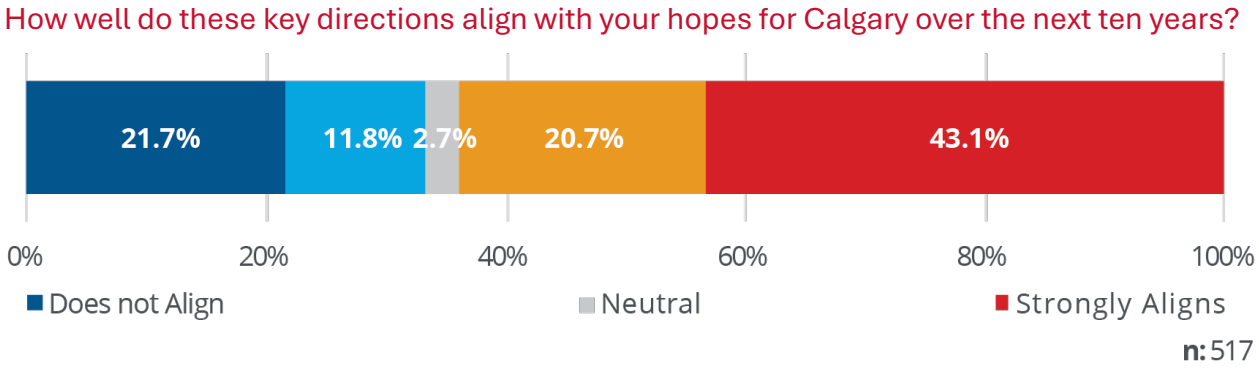

Figure 4: Likert responses to how well the key directions align with respondents hopes for Calgary over the next ten years.

Community Conversations

In addition to the feedback gathered through the online survey, several community conversations were held throughout the third phase of engagement. Feedback on the goals and key directions heard through those conversations are as follows:

Detailed Explanation	Sample Comment Quotes

Environment: Environmental goals were consistently supported, and particularly important to youth participants. The emphasis on "natural" was appreciated, as was equitability in the urban tree canopy and access to natural spaces.	"Access to nature is good for my mental health."
Economy: Strong alignment with economic priorities was shared through in-person events. Participants indicated that outcomes for the economy could put more emphasis on employment and the quality of opportunities available to Calgarians. Words used to describe preferred economic outcomes included "vibrant" and "resilient", highlighting the importance of maintaining affordability.	"The increase in population that we have, means that our economy is changing every day and the city will need to find a way to manage the economy and make sure that it is stable for the future Calgary." "The economy is the most important aspect to the development of a city. With a strong economy, leading to more funds, anything is possible."
Support for Transit-Oriented Development (TOD) and Walkable Communities: The emphasis on developing around transit stations and creating walkable communities.	"Need to grow more around transit stations & actually follow policy." "Build more housing close to transit, to create more demand on transit, and lower demand on roadways."
Complete Communities: Consistently rated among the most important key directions, with an emphasis on recreational opportunities as a critical component of completeness, as well as design to support Calgarians with reduced mobility.	"Disabled people are often overlooked."
Focus on Housing and Urban Density: The need for more housing, particularly in areas close to transit, to support urban density and transit usage.	"The most important thing is HOUSING." "Speed up TOD growth - Westbrook, other outer areas can go to CMLC or Translink-style development. Speed up approvals, waive parking minimums."
Quality Design: This key direction was described as essential across Calgary's outcome areas: a healthy and functioning landscape, an attractive and thriving downtown, and a built environment that inspires creativity and health.	"The more Calgary becomes livable, reliable, attractive and functional, it becomes an awesome place to visit, live, or work." "Access to natural areas is good for my mental health."
Importance of a Clear and Cohesive Plan: The need for clarity in the Calgary Plan and the importance of comprehensive key directions.	"Add Interpretation section at start, confusing document." "Every key direction is important!"

3.2 Natural Systems

Survey Feedback

Ecological Network

Survey participants were provided with the following draft Calgary Plan content and asked to provide input on how much they support the directions.

The ecological network policies guide how we manage, protect, and think carefully about natural systems to keep them healthy and intact for future generations. The following policies apply to the ecological network shown on the map. These policies provide direction to:

- Environmentally Significant Areas: Protect environmentally significant areas. Limit fragmentation and restore damaged areas. Provide appropriate public access that does not harm ecological health.
- Rivers & Creeks: Prioritize the health of our rivers and creeks. Monitor waterbody health. Avoid land uses that negatively impact waterbodies. Enable natural processes such as erosion and river movement when safe. Provide appropriate public access.
- Public Lands: On publicly-owned land (including parks and open spaces) in the ecological network:
- Protect and restore environmentally significant areas
- Naturalize areas
- Increase landscaping
- Integrate nature within the mobility network
- Private Lands: Encourage private land to support a healthy and connected ecological network with natural landscaping, buffers and other opportunities.

To what extent do you support these directions?

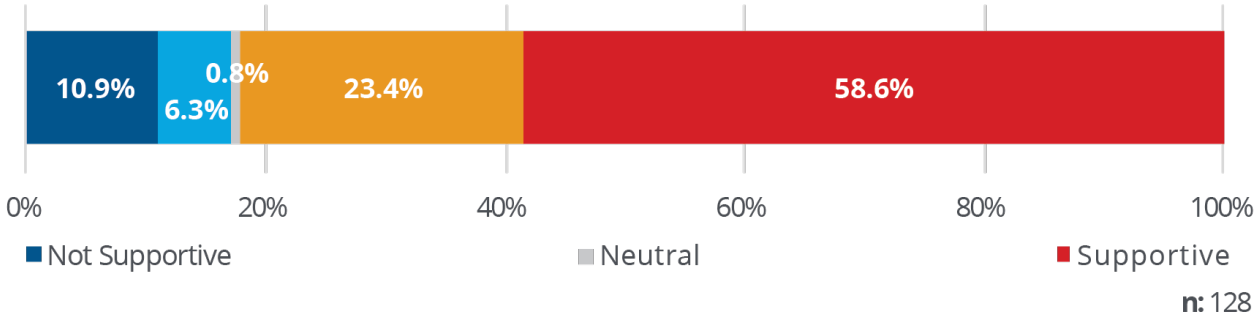

Figure 5: Likert responses to how well respondents support the Ecological Network directions.

Citywide Natural Systems

Survey participants were provided with the following draft Calgary Plan content and asked to provide input on how much they support the directions.

In addition to protecting our ecological network, it is important to integrate and protect nature and natural systems throughout the city. These policies provide direction to:

- Water: Maintain water security. Protect our reservoirs. Support healthy riparian areas (natural areas along the river). Work regionally on source water protection and promote water conservation across land uses.
- Land: Protect natural habitats and landforms outside of the ecological network. Incentivize restoration. Encourage drought-tolerant, native and climate adaptive landscaping. Manage stormwater through absorbent landscaping. Ensure slope stability.
- Indigenous Stewardship: Acknowledge, collaborate and plan with Indigenous Nations and communities on natural systems and significant sites.
- Wetlands: Protect naturally occurring wetlands. Reduce barriers to wetland restoration. Reconstruct wetlands to help with stormwater management. Avoid the modification of wetlands.
- Urban Forest: Provide, protect and increase our urban forest. Increase the diversity of tree species. Prioritize tree-planting on City-owned land.
- Natural Areas: Protect City-owned natural areas as part of the parks system. Avoid modification of those natural areas.

To what extent do you support these directions?

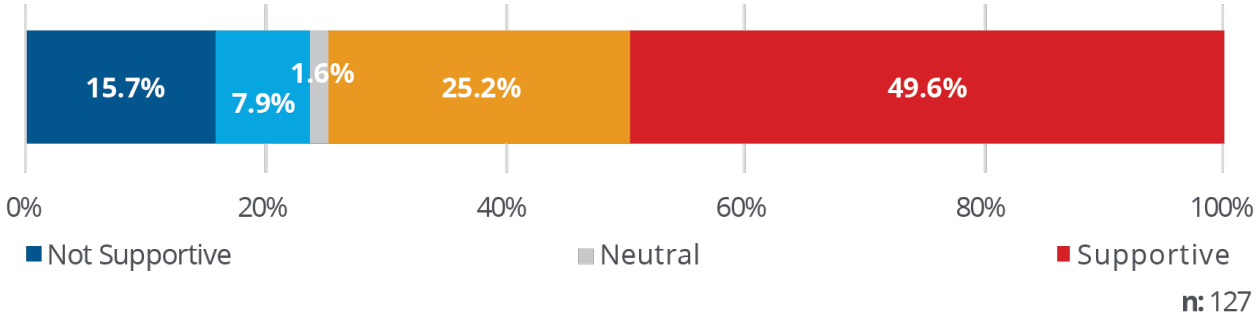

Figure 6: Likert responses to how well respondents support the Citywide Natural Systems directions.

If you wish, please explain your thoughts on the Natural Systems direction. Or share anything you think is missing or unclear.

Detailed Explanation	Sample Comment Quotes
Environmental Stewardship and Green Spaces: Respondents emphasize the importance of enhancing tree cover and green spaces to mitigate climate effects and support community health. There's a strong call for equitable access to green spaces and protecting significant natural resources like the Nose Creek Valley.	"Even bigger focus on tree cover in public/gathering spaces and along walking/biking routes to mitigate temperature effects of direct sunlight and heat retention of concrete." "Ecological networks play an important part in community health. The cities must ensure equitable and quality green space for all of its citizen."

	"It is of utmost importance that we protect the Glenmore Reservoir and not allow density adjacent to it at Glenmore Landing. The water is susceptible and should be protected at all costs and not developed around."
Infrastructure and Resource Management: Many survey respondents are concerned with maintaining and improving critical infrastructure, especially water systems, as the city continues to grow.	"We need to not just maintain water systems but improve and NOT just do bare minimum efforts. Taxes are high enough to better manage the systems rather than to remain reactive." "Given the recent crisis with the water main, there needs to be an increased focus on maintaining and repairing critical infrastructure." “If you plan on increasing population density then power grid and water supply and sewage needs to be increased and modernized. Parking in cul-de-sac's should be angled instead of us having to apply for that change. It allows for more cars parked.”
Indigenous Stewardship and Inclusion: Responses show a divide in opinions regarding Indigenous stewardship over land and policy. Some support the inclusion of Indigenous perspectives in natural system management, while others express concerns about potential overemphasis on Indigenous authority.	"I'm supportive of all of it, except the indigenous stewardship." "The addition of Indigenous Stewardship as a focus is warmly welcome! We should be treating the land with the same respect that those that came before us have for ages."
Climate Resilience and Adaptation: There's a need expressed for the city to focus more on the management of natural systems and climate resilience. This includes prioritizing areas vulnerable to climate impacts and ensuring that urban planning aligns with environmental sustainability.	"There should be a mitigation plan set for if society as a whole fails to make the net zero plan which I feel is likely." "The Focus should not be on engineered structures but on real adaptation to the local environment. Water security is important, but mitigation through engineering is short-term (changing risk does not remove it); long-term is adaptation." “Why is nose creek up for development if the city plans on protecting waterways, greenspace, and indigenous important areas? Nose creek should be left alone aside from making it a permanent parkland."

Community Conversations

In addition to the feedback gathered through the online survey, several community conversations were held throughout the third phase of engagement. Feedback on the goals and key directions heard through those conversations are as follows:

Detailed Explanation	Sample Comment Quotes
Preservation and Enhancement of Natural Spaces: Strong desire to protect and increase natural areas, trees, and green spaces in the city, and improve access to their benefits for all Calgarians.	"Protect natural areas + trees from development (& fix the bridge in Edworthy Park by the Creek)." "Protect what little natural areas we have left in our city."
Increasing Greenery and Tree Planting: Emphasis on planting more trees and maintaining the existing ones, reflecting the community's value on greenery.	"More trees and More Nature." "Plant more trees and stop cutting trees."
Community Safety and Maintenance: Concerns about the maintenance of parks, trees, and boulevards, the importance of creating a safe community, and the tools to enable community members to care and maintain valued spaces.	"Maintenance of parks, trees, & boulevards are an issue. Need to stay on top of & fund proper maintenance." "We need to build a stronger safe community for us citizens | protect Nature don't destroy it!"

3.3 Built Systems

Survey Feedback

Servicing

Survey participants were provided with the following draft Calgary Plan content and asked to provide input on how much they support the directions.

Servicing includes all the systems that keep our city running – water, wastewater, stormwater, energy and waste management. These policies provide direction to:

- Water System: Service all development with municipal water, sanitary and stormwater infrastructure. Ensure infrastructure is resilient and meets the needs of a growing city.
- Stormwater: Improve stormwater management in older communities. Integrate climate-adaptive stormwater infrastructure within all communities. Blend stormwater management with natural systems like wetlands. Limit damage to streams.
- Energy: Consider energy efficiency in community design. Support renewable energy. Increase the viability and use of district energy.
- Waste System: Encourage waste reduction and reuse. Protect the long-term operations of our landfills. Provide adequate space for waste management and collection.

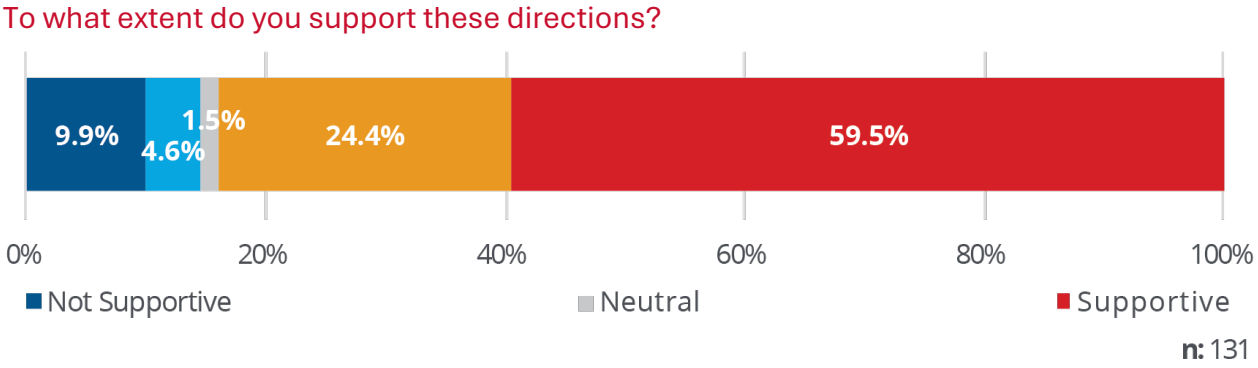

Figure 7: Likert responses to how well respondents support the Servicing directions.

Mobility Systems

Survey participants were provided with the following draft Calgary Plan content and asked to provide input on how much they support the directions.

Calgarians need safe, connected, easy to use, mobility networks – regardless of the travel option. The Mobility Systems policies provide direction for walking, wheeling (cycling and other modes that travel at cycling speeds), transit, streets, and goods movement networks. These policies provide direction to:

- General mobility: Prioritize safety. Support the shift to sustainable travel options. Create an interconnected mobility network for walking, wheeling, taking transit and driving that connects home, work, school, parks and other destinations.
- Walking: Prioritize walking in the Greater Downtown and neighbourhoods with comfortable, well-lit, direct, accessible, connected sidewalks and crossings.
- Wheeling: Create a primary wheeling network connected to communities that supports safe and convenient movement and has secure parking facilities.
- Transit: Plan and maintain a primary transit network connected to the base network and local transit routes. Provide a safe, accessible, affordable, reliable and positive transit experience.
- Streets: Prioritize safety and support a connected network for all travel modes. Minimize driveways on primary pedestrian, wheeling and transit routes. Manage curb space to support deliveries, loading, parking and other activities. Integrate nature and stormwater management into street design.
- Goods Movement: Provide a primary goods movement network connecting to industrial areas, the airport and rail corridors while maintaining safety for all travel options.
- Parking: Recognize curb space and parking lots as public assets that can be used for a variety of purposes. Require applicants to determine off-street parking provision. Manage parking demand through pricing, technology, permitting and time-restrictions. Provide accessible parking and drop-offs for people with physical and cognitive disabilities and electric vehicle ready stalls.

To what extent do you support these directions?

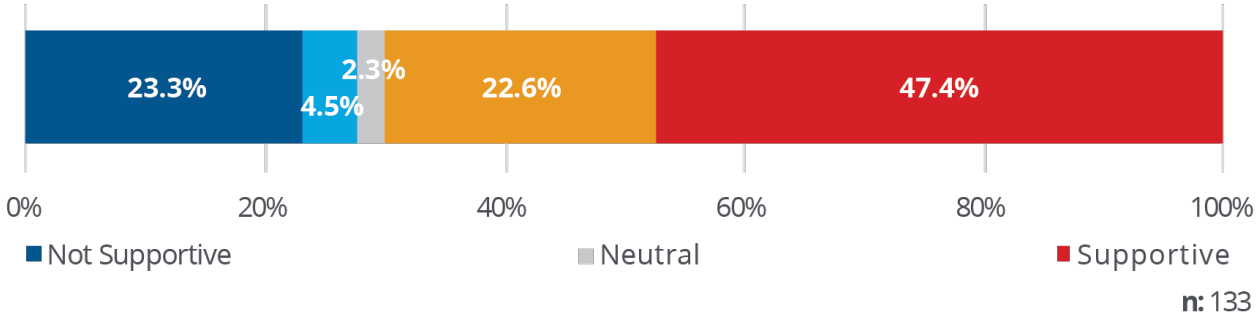

Figure 8: Likert responses to how well respondents support the Mobility Systems directions.

If you wish, please explain your thoughts on the Built Systems direction. Or share anything you think is missing or unclear.

Detailed Explanation	Sample Comment Quotes
Improvement and Expansion of Transit Systems: Respondents highlight the need for a better and more extensive transit system, including more buses and trains, improved routes, and better	"Calgary needs a better train system to connect everyone everywhere. Many people who just moved here can't get around the city without driving. People are forced to buy cars because they get

connectivity. There is also a call for improved infrastructure to support these systems.	frustrated with the level of transportation. Not futureproofed." "Add more buses and trains with time and locations. Additionally, have a simple way to Calgarians to comment and complain about transit inconsistency." "I genuinely feel you have not put any meaningful effort in infrastructure, and transit service is passable at best... I don't think you take transit seriously."
Parking and Car Dependency: There are mixed opinions on parking. Some respondents emphasize the need for more parking to improve quality of life, while others call for reducing car dependency and focusing on alternative modes of transport.	"Absolutely NO to developers determining how much parking should be provided. We will need cars for the next 30 years for sure. Streets are for vehicles." "Available parking affects quality of life. It must be available for everyone who needs or wants it." "Remove parking requirements in most situations. There's way too much space wasted on parking. Public space shouldn't be used to store private items like cars or trucks. Less cars, more trains."
Cycling and Wheeling Infrastructure: Respondents express a desire for better cycling and wheeling infrastructure, including dedicated pathways and year-round maintenance. However, there are also concerns about the practicality and usage of these infrastructures.	"The wheeling network needs to be expansive, we cannot half-build it and call it done like the downtown bike lanes." "Greater cycling infrastructure and the development of more dedicated pathways that funnel to the transit stations." "Wheeling infrastructure that is not cleared in the winter is useless... a bike route that is not cleared is effectively unusable, forcing us to use main roads where we are bullied by cars and trucks."
Infrastructure Maintenance and Development: Maintenance of existing infrastructure, including roads, water systems, and utilities, is a significant concern. Respondents call for better planning and investment in these areas to support city growth.	"City needs to work on water infrastructure!" "Provide and maintain reliable infrastructure." "The City must elevate the infrastructure aspects as these are the reason the City exists, including water and energy infrastructure, as well as transit and roads."

Community Conversations

In addition to the feedback gathered through the online survey, several community conversations were held throughout the third phase of engagement. Feedback on the goals and key directions heard through those conversations are as follows:

Detailed Explanation	Sample Comment Quotes
Critical Infrastructure: Water was a particular concern: participants were interested in optimizing existing infrastructure as the city grows and having a better understanding of the city's infrastructure and systems.	
Improvement and Expansion of Transit Infrastructure: Strong demand for enhanced public transit options, including trains, buses, and bike lanes, with a focus on reliability and accessibility.	"We need a train to the airport!!" "Integrated & affordable public transit network; Build greenline - to finish."
Focus on Infrastructure Maintenance and Development: Emphasis on the need for better planning, maintenance, and development of essential infrastructure, including water, roads, and public facilities.	"Dire need to focus on our infrastructure (roads, pipes, electricity), and repair/maintain our systems." "Inspect our water pipelines more than once every ten years."
Enhancing Walkability and Bikeability: Desire for a walkable and bike-friendly city to promote a healthy lifestyle, reduce car usage, and attract investment. Some participants highlighted the contributions pedestrian-only places like Stephen Ave make to the vibrancy of downtown.	"More bike lanes on the community/streets for safety of those who choose to take a more eco-friendly way to work. And also to encourage citizens to stay active & choose a healthy lifestyle." "Walking & wheeling network (5A) should grow rapidly and be more reliable - emphasize connections to close destinations."
Public Spaces: Third spaces were described as supporting a number of functions for participants: achieving quality design outcomes, learning and experiencing local cultures and histories, strengthening a sense of community, and providing opportunities to be creative. Golf courses were suggested as having future potential for public use.	"An aesthetically pleasing environment can boost productivity and mood, promoting inclusion and support for others. Balancing functionality and attractiveness, along with eco-friendliness, makes the city more enjoyable and enables citizens to experience a modern environment."

3.4 General City Policies

Survey Feedback

Growth

Survey participants were provided with the following draft Calgary Plan content and asked to provide input on how much they support the directions.

To support a growing population and economy, all areas of Calgary will need to accommodate growth over time. Growth and change will occur in built-out areas as well as on undeveloped lands in greenfield areas. The Growth policies provide direction to:

- Triple Bottom Line: Align growth decisions with triple-bottom line policies (social, environmental and economic sustainability) and indicators related to how growth is occurring geographically across the city.
- Land Supply: Maintain a 30-year land supply. Plan built-out areas to accommodate growth and change. Work with neighbouring municipalities on joint planning.
- Sustainable Development: Ensure development is compact, contiguous and readily serviceable (water, mobility, emergency services). Locate the highest densities and greatest mix of uses near primary transit.
- Greenfield Development: Ensure greenfield areas have an interconnected parks and mobility network. Achieve a minimum density of 25 dwelling units per gross developable residential hectare.
- Prioritizing Investment: Prioritize growth investments in built-out areas, areas that do not require new municipal-funded infrastructure, and where development does not trigger a net increase in municipal-funded operating costs.

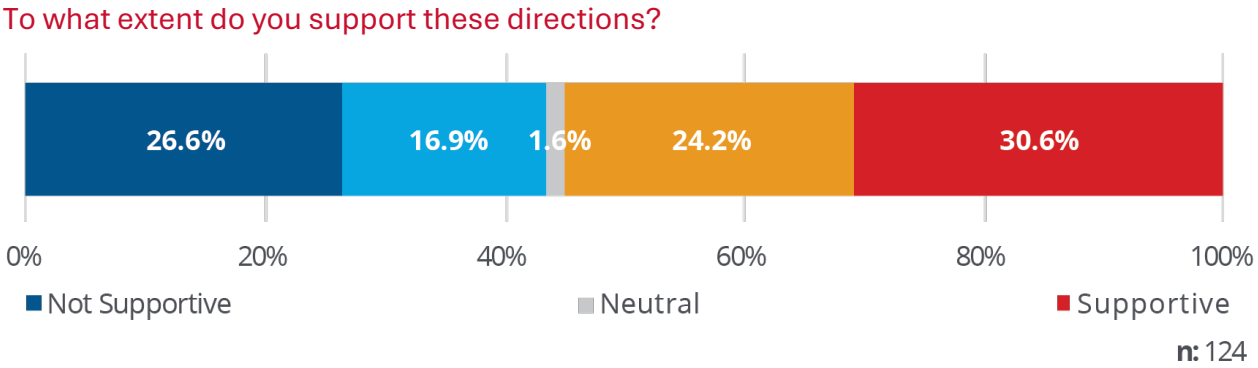

Figure 9: Likert responses to how well respondents support the Growth directions.

Design

Survey participants were provided with the following draft Calgary Plan content and asked to provide input on how much they support the directions.

The design of our communities, sites, buildings and public spaces support our comfort, create opportunities for connection, support sustainability and facilitate a range of activities. Our historic resources and public art contribute to Calgary's built identity and help tell our city's story. These policies provide direction to:

- General Urban Design: Support innovative design. Provide transitions between buildings and adjacent spaces. Frame sidewalks with transparent and permeable facades. Allow spaces to adapt over time.
- Communities: Create communities with easily accessible retail and services, a comfortable pedestrian experience, connections to parks, nature, art and culture and open spaces. Support community resilience through design.
- Public Spaces: Create comfortable, convenient, accessible, year-round and safe spaces activated by building entrances. Design to support art, nature, climate resilient, festivals and events.
- Sites: Respond to site context whether it is a natural area, a view, a historic resource, or another building. Provide amenity spaces, connections to the public sidewalks, landscaping, and well-designed parking facilities.
- Buildings: Encourage climate-resilient buildings. Reduce the visual impact of large buildings. Create comfortable outdoor amenity areas. Provide direct connections to the public sidewalk. Provide interesting facades.
- Heritage: Identify, protect and manage heritage resources by collaborating with property owners, stewards and Indigenous Nations and communities. Provide heritage incentives, policies, studies, and other tools.
- Public Art: Integrate location-appropriate, engaging, interactive, educational, and seasonal public art within public spaces citywide. Ensure public art reflects multiple histories and cultures.

To what extent do you support these directions?

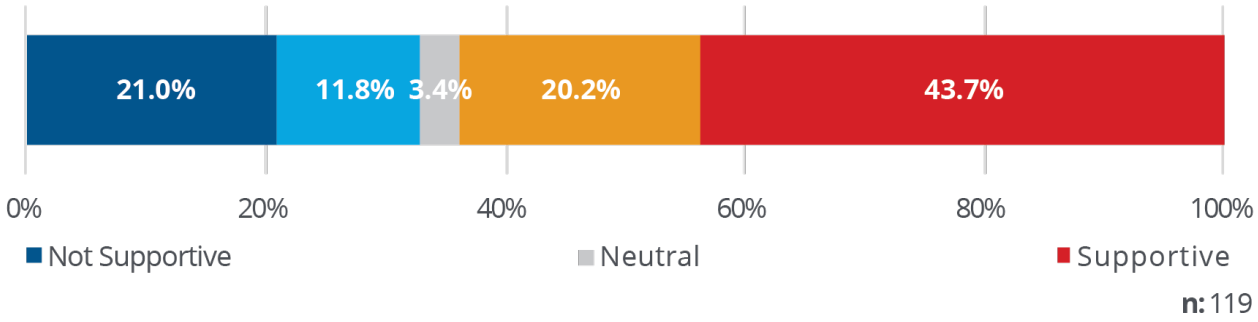

Figure 10: Likert responses to how well respondents support the Design directions.

City-wide Land Uses

Survey participants were provided with the following draft Calgary Plan content and asked to provide input on how much they support the directions.

Calgary provides residential and economic opportunities for people to live, work and enjoy themselves. These policies provide direction to:

- Housing: Provide a diversity of housing in all neighbourhoods. Include 15% non-market housing. Concentrate housing near transit. Support innovative housing forms and tenures. Use public land for non-market and mixed-market housing. Incentivize sustainable design and construction. Work with different levels of government and Indigenous communities.
- Economic Growth and Participation: Identify opportunities for commercial growth particularly around transit. Improve Municipal processes to support businesses. Support food production, arts and culture and childcare.

To what extent do you support these directions?

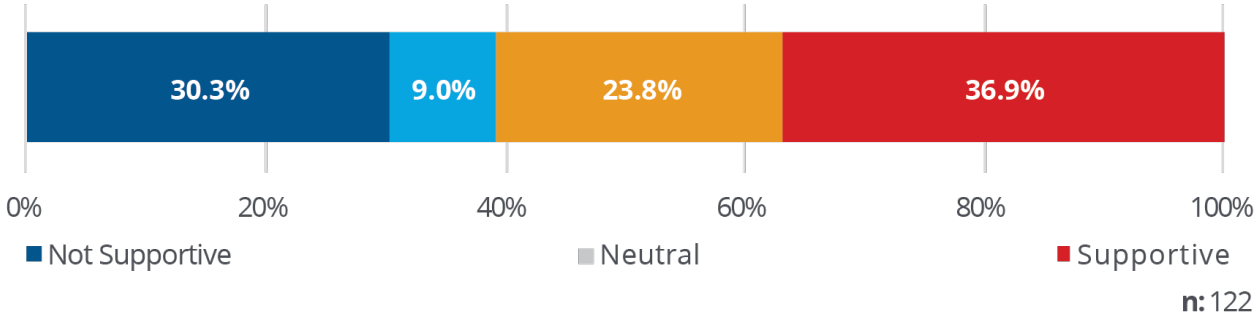

Figure 11: Likert responses to how well respondents support the City-wide Land Uses directions.

City Facilities and Spaces

Survey participants were provided with the following draft Calgary Plan content and asked to provide input on how much they support the directions.

Calgary provides a range of facilities and spaces, from leisure to essential services, to meet the diverse needs of Calgarians. These policies provide direction to:

- Parks System: Connect parks and open spaces to neighbourhoods. Provide multi-functional parks within walking distance to all residences. Address gaps in park provision through improved connections, functionality, design or more space. Locate parks in new communities centrally or near natural areas. Provide a range of amenities to meet diverse needs.
- Public Recreation System: Provide an equitable distribution of facilities by providing new facilities, enhancing existing facilities or improving the allocation of spaces to fill gaps. Reflect the diversity of our city in facilities. Ensure facilities are inclusive, accessible, affordable, adaptable and climate-resilient.
- Municipal Community Facilities: Locate cultural, educational and other support services near the primary transit network. Design facilities to fit within their context and meet the diverse needs of the local population. Co-locate with other facilities if possible. Incorporate climate mitigation and adaptation strategies.

- Municipal Operations and Emergency Response Facilities: Allocate land for these facilities in early planning stages. Meet or exceed safety and operational requirements. Co-locate with other uses where appropriate. Incorporate disaster and risk mitigation strategies and design to be climate resilient.

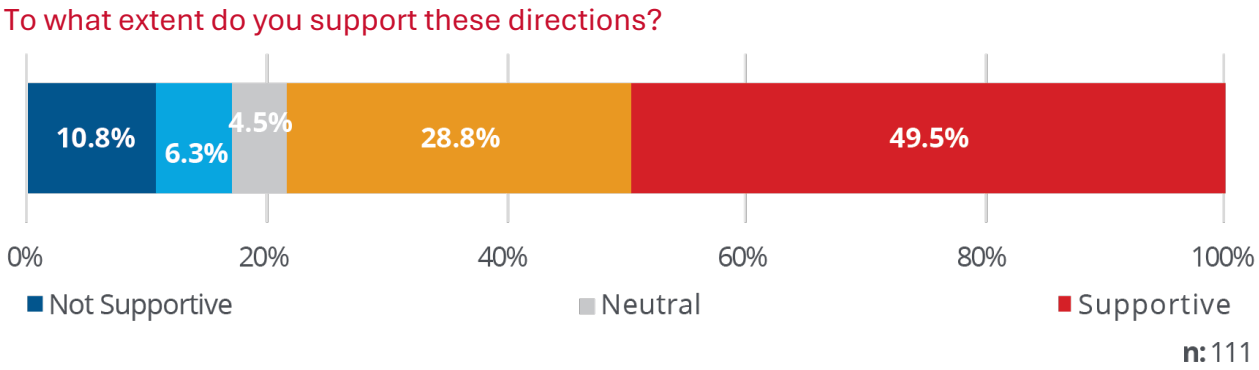

Figure 12: Likert responses to how well respondents support the City Facilities and Spaces directions.

Natural Hazards and Flooding

Survey participants were provided with the following draft Calgary Plan content and asked to provide input on how much they support the directions.

Climate change will intensify the natural threats that Calgary faces, including flooding, storm, heat and drought events, which can cause physical, social, and economic harm. Planning for these hazards helps reduce damage and disruption caused by these events and incorporating climate risks in decision-making will support the wellbeing of Calgarians both now and in the future. These policies provide direction to:

- Assessments: Integrate hazard mitigation options assessments, risk management practices, climate change modelling, and an understanding of cumulative impacts into land use and development decisions.
- Planning: Prioritize public safety, minimize property damage, and protect environmental health through flood hazard planning.
- Design: Ensure development design in flood hazard areas minimizes damage from floodwaters (groundwater, stormwater and river flooding). After upstream and community-scale flood mitigation infrastructure is operational, account for any remaining risks. Support flood mitigation and risk reduction work including bank repair and flood mitigation infrastructure.

To what extent do you support these directions?

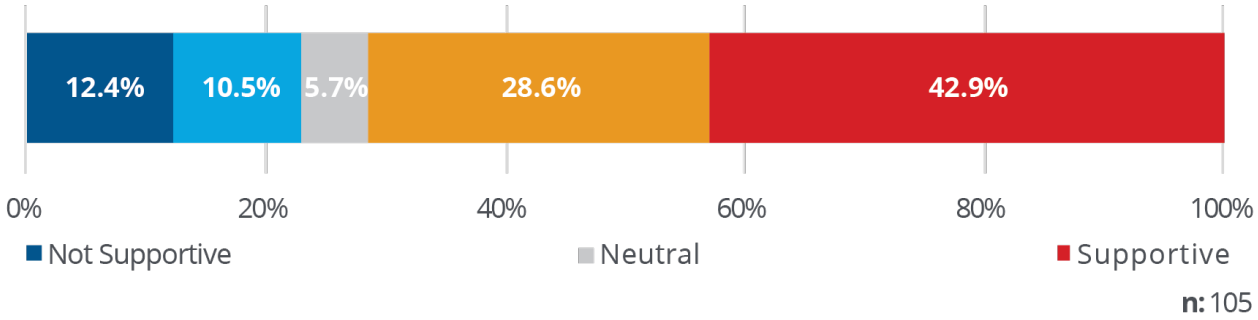

Figure 13: Likert responses to how well respondents support the Natural Hazards and Flooding directions.

If you wish, please explain your thoughts on the General City Policies direction. Or share anything you think is missing or unclear.

Detailed Explanation	Sample Comment Quotes
Urban Density and Zoning: Respondents express a strong desire for increased density in existing neighborhoods and call for more flexible zoning laws to facilitate this. There's a significant debate about the impact of rezoning and the role of greenfield developments.	"1000% more aggression is needed to increase density in existing neighborhoods, not just new communities." "Abolish as much zoning laws as possible. Densify Calgary. Allow for as much housing density as possible." "City-wide zoning initiative is a disaster and ignores the will of Calgarians." "The city should look to shift attention away from greenfield developments to densifying existing neighbourhoods. Many older communities have seen significant population decline, and suburban sprawl is financially and economically unsustainable."
Infrastructure and Public Services: Many respondents prioritize the need for robust infrastructure and efficient public services, expressing frustration with current inadequacies, especially regarding transport and basic municipal functions.	"Build more public transit options for people because the city is never designed for net zero and can never be if it is so car-dependent." "City needs to focus on critical infrastructure before spending on discretionary items." “Calgary transit routes should be enhanced. Many communities have poor transit accessibility. Bike lanes should be utilized, removing cyclists from main roadways where both drivers and cyclists consistently fight for the road.”
Social Equity and Accessibility: Accessibility and affordability are highlighted, with a particular	"Affordable housing, yes. Accessible to those who need it."

emphasis on ensuring that housing and public spaces are accessible to all.	"Unhoused people need access to shelters without restrictions, and more space is needed to support those at extreme risk of homelessness + currently unhoused people. Affordable housing should be your top priority, for students and immigrants especially." "I would like to see residential neighbourhoods have more convenient access to business. Zoning in new communities is better than it used to be but still pushes many residents to drive as the distances between housing and business are not short enough."

Community Conversations

In addition to the feedback gathered through the online survey, several community conversations were held throughout the third phase of engagement. Feedback on the goals and key directions heard through those conversations are as follows:

Detailed Explanation	Sample Comment Quotes
Sports and Recreation: Participants described spaces for physical activity as essential components of complete communities, and the need for affordable opportunities to stay active.	
Civic Literacy: Participants were interested in improving their understanding of City policies, zoning, critical infrastructure and the development process.	“I would like a session to learn about zoning.” “I want to buy land but I am afraid of all the rules.”
Need for Diverse and Accessible Community Amenities: Desire for more recreational and cultural facilities, including sports venues, libraries, and art spaces, distributed across the city.	"Affordable recreation / structured sport opportunities for young competitive athletes after high school." "Places like VIVO in more parts of the city. (my friends don't have places like VIVO near them)."
Emphasis on High-Quality, Aesthetic Urban Development: Call for aesthetically pleasing and well-designed buildings, avoiding low-quality and unattractive construction.	"Focus on building beautiful buildings. Stop building cheap and ugly buildings." "More buildings, positive people, more art buildings."
Infrastructure and Services to Support Growth and Diversity: Need to enhance infrastructure and services, including senior housing, schools, and permeable surfaces, to support urban growth and a diverse population.	"Need to catch up on infrastructure + services to support growth/increased density (incl. schools) + power."

	"Ensure the development of more seniors housing in new communities, so seniors can age in place."

3.5 City Structure Areas

Survey Feedback

Greater Downtown

Survey participants were provided with the following draft Calgary Plan content and asked to provide input on how much they support the directions.

The Greater Downtown is Calgary's primary hub for commerce, employment, entertainment, culture, and urban living. It is evolving to be home to Calgary's highest density residential communities and is a central hub for transit and mobility. It includes the Central Business District, Beltline, East Village, Chinatown, Eau Clair and the West End. For this area, policies focus on improving mobility (particularly walking, wheeling and transit), increasing public spaces and supporting festivals and events. Direction is provided for different streets based on their role as high streets, transit streets, naturalized corridors or wheeling streets.

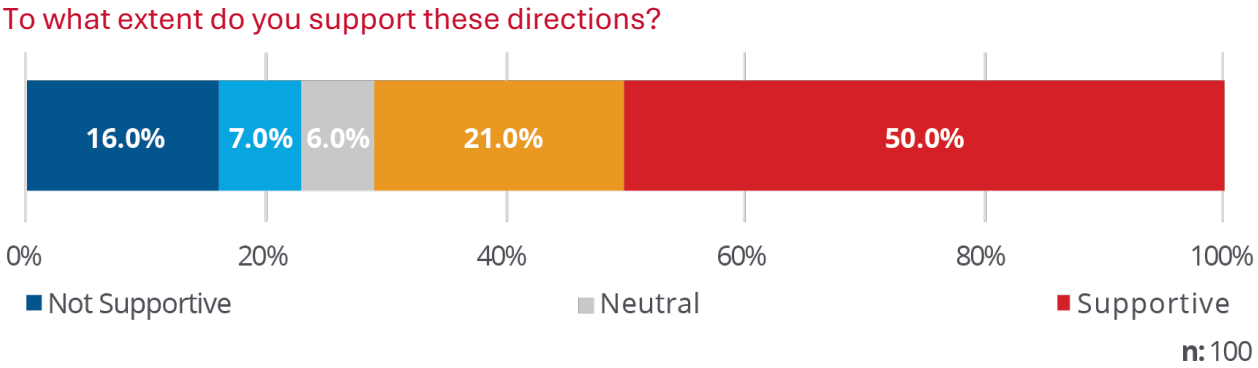

Figure 14: Likert responses to how well respondents support the Greater Downtown directions.

Neighbourhoods

Survey participants were provided with the following draft Calgary Plan content and asked to provide input on how much they support the directions.

Neighbourhood – High Activity areas are centres for citywide and local activity and contain a diverse range of building types, uses and scales. They are located within a short distance of a station on the primary transit network and are areas of concentrated growth. For these areas, policies focus on:

- Achieving intensities greater than 150 people and jobs per hectare
- Allowing a broad range of uses and building scales
- Providing a comfortable walking and wheeling experience
- Connecting to rapid transit stations

Neighbourhood – Moderate Activity areas support moderate intensity and growth in a variety of scales due to their proximity to the primary transit network, services, or connected street pattern. For these areas, policies focus on:

- Achieving intensities greater than 100 people and jobs per hectare
- Allowing a broad range of uses and building scales
- Providing a comfortable walking and wheeling experience connected to the primary transit network

Neighbourhood – Light Activity areas include low density and missing middle housing forms, and a mix of uses that primarily support the everyday needs of residents in a walkable environment. For these areas, policies focus on:

- Allowing a mixture of low and limited building scales
- Allowing concentrations of commercial uses
- Discouraging uses that attract significant activity from outside the local area

To what extent do you support these directions?

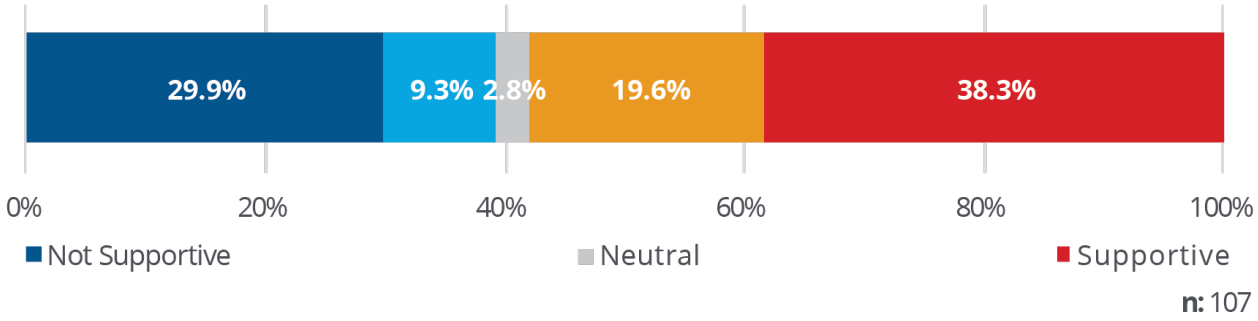

Figure 15: Likert responses to how well respondents support the Neighbourhoods directions.

Industrial

Survey participants were provided with the following draft Calgary Plan content and asked to provide input on how much they support the directions.

Industrial – Core areas are major employment hubs that support a broad range of industrial activities with strong connections to the Goods Movement Network and efficient transit for employees. They are critical for Calgary's economic growth and are areas that enable a variety of sub-markets such as goods distribution and manufacturing and support innovation in these sectors. For these areas, policies focus on:

- Protecting our industrial land base
- Discouraging non-industrial uses unless they support industrial functions
- Connecting to the primary goods movement network
- Protecting natural areas and providing open spaces
- Encouraging sustainable buildings and practices
- Supporting multiple travel options for people to get to work

Industrial – Mixed areas are near the primary transit network. Industrial remains as the primary use while some limited non-industrial uses and developments may be included in strategic locations. Policies for these areas include:

- Limiting the conversion of industrial uses to non-industrial uses

- Limiting residential to locations near adjacent Neighbourhood Areas and primary transit
- Protecting industrial land near the goods movement network
- Providing safe mobility choices (including walking)
- Protecting natural areas
- Guiding transitions to non-industrial areas
- Encouraging sustainable buildings and practices

To what extent do you support these directions?

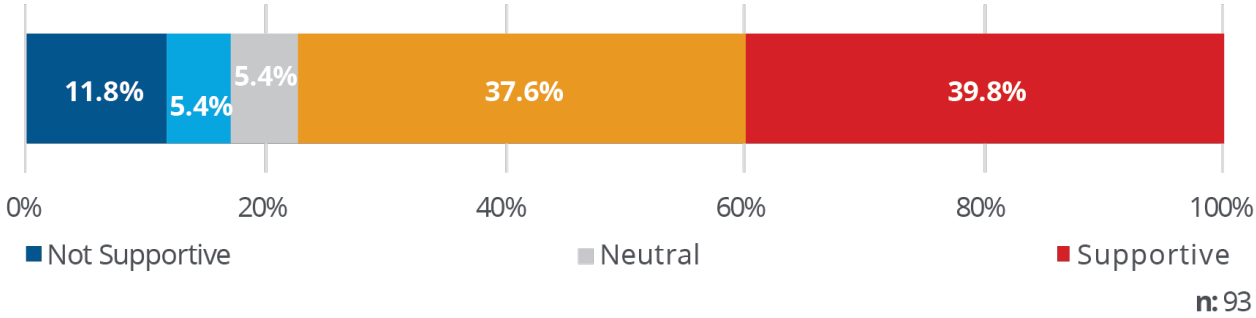

Figure 16: Likert responses to how well respondents support the Industrial directions.

If you wish, please explain your thoughts on the City Structure Areas direction. Or share anything you think is missing or unclear.

Detailed Explanation	Sample Comment Quotes
Urban Density and Development: Respondents emphasize the need for aggressive urban density increases across various neighbourhood types, with a significant focus on improving the utilization of space in downtown areas by eliminating surface parking and enhancing amenity spaces.	"A good goal for Downtown would be the gradual elimination of surface parking. The land can be so much more useful." "Again, drastically increase the density intensities in high, mid and low areas. We need to be 1000% more aggressive on density quotas leading onto the future." "Don't confine density to nodes and corridors. Allow density around parks and schools. Benefits would include well-used amenity space and plenty of street parking."
Infrastructure and Community Services: Many respondents call for prioritized improvements in infrastructure, particularly before pursuing new developments, and a focus on integrating commercial spaces within residential areas to reduce commutes.	"Be thoughtful as to the building allowed and plan ahead not solve the problems as they arise. Infrastructure must be dealt with first!" "I would like to see a greater emphasis on bringing commercial closer to residential, perhaps including not just having one, singular downtown. Shorten those commutes, spread them across the city."

	"Improve public transit. Improve walkability. Allow some retail such as corner grocery stores and cafes in all communities. Allow low-rise in high and moderate activity neighbourhoods. Remove minimum parking requirements."
Community Character and Public Spaces : Concerns are raised about the impact of new developments on the character of existing neighbourhoods and the importance of preserving community identity. Feedback also emphasizes the need for more free public spaces and the integration of amenities like restaurants, cafes, and public restrooms to enhance the quality of urban life.	"Calgary has a diversity of neighbourhoods and this is not recognized by the plan. Community development and change must be planned and managed without uncertainty and this plan does not recognize the costs to communities of all kinds of development." "No neighbourhoods should be 'light activity', all of Calgary should be walkable and densified." "More free public spaces." "Washrooms in every public place."

Community Conversations

In addition to the feedback gathered through the online survey, several community conversations were held throughout the third phase of engagement. Feedback on the goals and key directions heard through those conversations are as follows:

Detailed Explanation	Sample Comment Quotes
Need for Affordable and Diverse Housing Options: Emphasis on providing housing for all income levels, especially low-income residents, and ensuring inclusivity in new communities.	"Provide more housing options for all Calgarians, not just those who can afford it!" "Ensure more low-income housing is included in all new communities being built."
Sustainable and Controlled Growth: Desire to limit urban sprawl and promote environmentally sustainable growth, focusing on density near transit and better use of existing spaces.	"We need to grow in a way that doesn't expand too much. Better for the environment." "Stop sprawl."
Supporting Small Businesses and Community Needs: Encouragement for supporting small and home-based businesses, providing social supports, and using community spaces for broader needs.	"Providing more opportunities for small and home-based businesses within our communities." "Utilize unused school sites for more affordable housing or other needs within communities."

3.6 Implementation

Survey Feedback

Collaborate

Survey participants were provided with the following draft Calgary Plan content and asked to provide input on how much they support the directions.

- Collaborate (public engagement): Provide thorough, transparent and meaningful public engagement opportunities. Create engagement programs that hear from a range of organizations and interests. Ensure the perspectives of equity-deserving groups are represented in engagement. Support evidence-based processes and decisions.
- Collaborate (Indigenous Nations and communities): Maintain mutually beneficial relationships. Collaborate on matters of significance (natural systems, water, drought, climate resilience, open space, housing, cultural and heritage resources and more). Establish processes and practices to build awareness, literacy and understanding of the ancestral and traditional territories.
- Collaborate (regionally, provincially, nationally): Work with the Calgary Metropolitan Region Board and municipalities (water, drought, climate resilience, mobility, open space network and more). Collaborate with the provincial and federal governments. Work with school boards and utility providers.

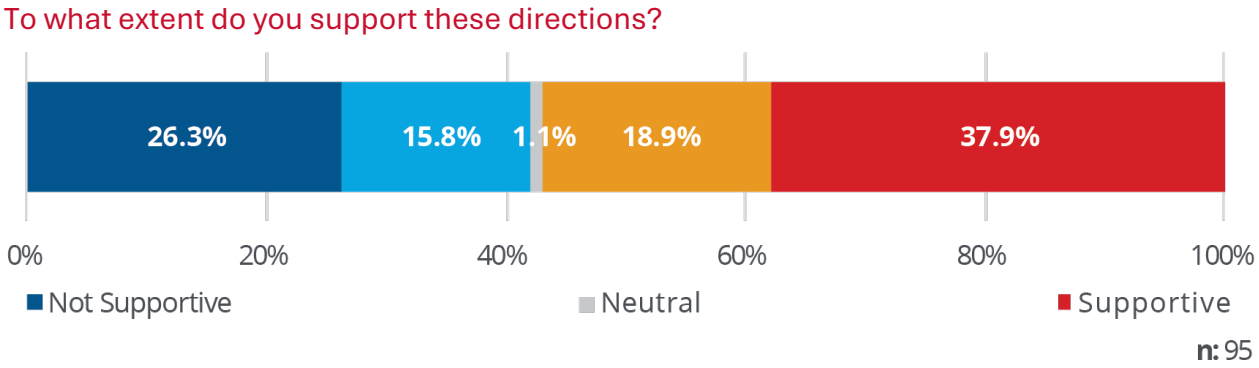

Figure 17: Likert responses to how well respondents support the Collaborate directions.

Plan

Survey participants were provided with the following draft Calgary Plan content and asked to provide input on how much they support the directions.

Guide further local area planning for greenfield and built-out areas including further studies, engagement and considerations for these plans to align with The Calgary Plan. Direct growth management and monitoring. Provide parameters for the allocation of land for parks, schools and natural areas (municipal reserve, school reserve, environmental reserve and conservation reserve). Provide direction for oil and gas infrastructure, agricultural protection and the airport vicinity protection area.

To what extent do you support these directions?

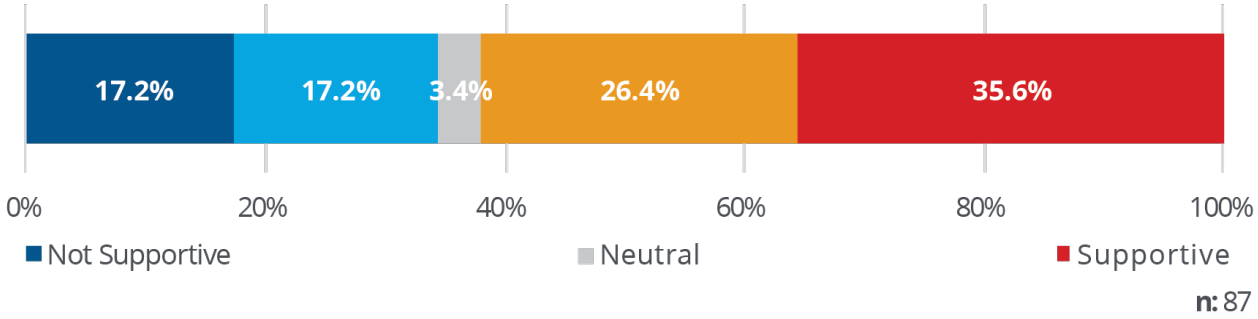

Figure 18: Likert responses to how well respondents support the Plan directions.

Sustain

Survey participants were provided with the following draft Calgary Plan content and asked to provide input on how much they support the directions.

Update planning and budget process to align with this plan. Establish decision-making principles. Update the plan as required and comprehensively revisit the plan within 10 years.

To what extent do you support these directions?

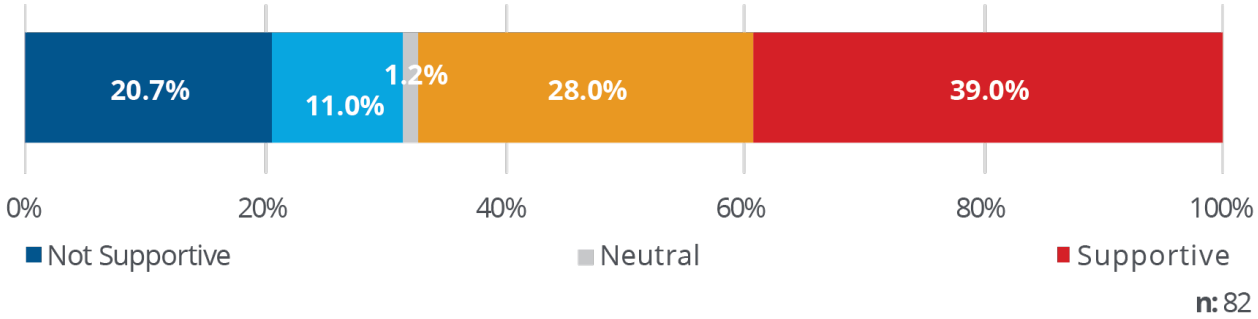

Figure 19: Likert responses to how well respondents support the Sustain directions.

If you wish, please explain your thoughts on the Implementation direction. Or share anything you think is missing or unclear.

Detailed Explanation	Sample Comment Quotes
Community Engagement and Trust: Many respondents emphasize the need for genuine community engagement, expressing frustration over perceived token consultations where their feedback seems ignored.	"Actually listen to those that will be affected by the changes that you want to put into place. Not just allowing people to voice their concerns then doing whatever you want to anyway!" "Consultation should be done prior to a city council decision being made. Consultation should not be just a check mark on a list. Feedback needs to be considered before the decision is made."

	"You don't listen to citizens, what a joke you are."
Sustainable Development and Urban Growth: There is a significant push for sustainable urban development practices that prevent sprawl and focus on enhancing existing communities rather than expanding new ones.	"Stop the sprawl. Sprawl is unsustainable economically and environmentally. Calgary has the footprint of New York city with only 10% of NYC population. No more new communities are needed. Improve existing communities." "Massively limit greenfield development for a generation so housing supply and transit services can catch up with demand."

3.7 General Comments

In addition to the topic-specific feedback, there was some additional comments that respondents made in relation to the Draft Calgary Plan, which are overviewed here:

Detailed Explanation	Sample Comment Quotes
Community Engagement and Transparency: Many respondents emphasize the need for the city council and planning authorities to listen to citizen input and integrate it into city planning rather than treating community consultation as a formality.	"Actually listen to those that will be affected by the changes that you want to put into place. Not just allowing people to voice their concerns then doing whatever you want to anyway!" "Clear, timely and thoughtful engagement with communities in the development of their locations. We are the ones ultimately paying for it!" "Engagement has been poorly advertised and number of participants is very low. 'City Building' does not indicate that this is a major revision to the Municipal Development Plan. Draft Plan is extensive and there is not enough time to review completely."
General Agreement with Plan: Respondents express support for the strategic directions outlined in the plan, particularly the focus on sustainability, improved public transit, and community-driven development.	"Great work!!! This looks like a great plan." "Overall, I think the plan is in the right place, and it is extremely encouraging to see the city administration being so bold and forward-looking. The downtown vision can be much more ambitious. The park needs to be more accessible via shade. Emphasize human-scale design." "Please densify Calgary, and allow for more housing. Urban sprawl has killed our city. Invest in transit, create walkable complete communities, limit car usage."
General Disagreement with Plan: Respondents express significant concerns about the city's planning and prioritization, particularly criticizing the perceived lack of genuine community engagement and the focus on policies they view as not reflective of community needs.	"You don't listen to citizen feedback unless it is something you like. You are terrible." "Council needs to stop with the spending money on things that don't matter, and start doing things that will help make Calgary great again. The mayor needs to listen to those that live here, and stop with the spending of our money on stuff we don't need." "The City is headed in the wrong direction. This entire plan is ideologically driven around 3 things: land use, mobility, and climate change. If the water feeder main hasn't taught the City anything yet, we're in trouble. Get back to basics."

Desire for Clear and Directive Language in the Plan: Preference for specific and actionable language in the plan to ensure clarity and enforceability.	"Be more prescriptive. Ensure the language in the plan directs key actions." "More 'must' less 'should.'"
Concerns Over Blanket Rezoning Policies: Opposition to citywide rezoning policies, with concerns that such measures could negatively impact certain areas.	"Not supportive of the blanket rezoning. It will not solve the issues." "Blanket rezoning was the wrong move for the city, we don't need a citywide policy like that which could ruin parts of the city."
Fiscal Responsibility and Adherence to the Plan: Emphasis on reducing taxes and spending, increasing accountability, and ensuring the city follows its established plans.	"Tax reduction + increase accountability + reduce spending." "Follow Your PLAN!"

Section 5

Next Steps

4.0 Next Steps

The feedback presented in this report will play a crucial role in refining the Draft Calgary Plan. The City Building project team will consider these insights, along with other inputs, to better understand public sentiment regarding the ideas in the plan and identify any gaps or areas of confusion. With the contributions from all participants, the team is now positioned to refine the draft plan in preparation for final circulation.

The Calgary Plan will be revised based on this feedback, with the goal of presenting it for public comment and approval during the Public Hearing in early 2025.

Looking ahead, another phase of engagement is planned for the City Building Program, focusing on the Zoning Bylaw and the Street Manual. This phase will launch in the fall of 2024 and will aim to share the latest updates from these documents, gather feedback on their direction, identify areas that may require further clarification or refinement, and guide future engagement and education opportunities throughout 2025.

We sincerely thank everyone who participated in any of the three phases of the City Building program's engagement process. The project team deeply appreciates the time, feedback, and enthusiasm you brought to each discussion.

Appendix A

Demographics

Appendix A – Demographics

Please select any of the following that apply to you:

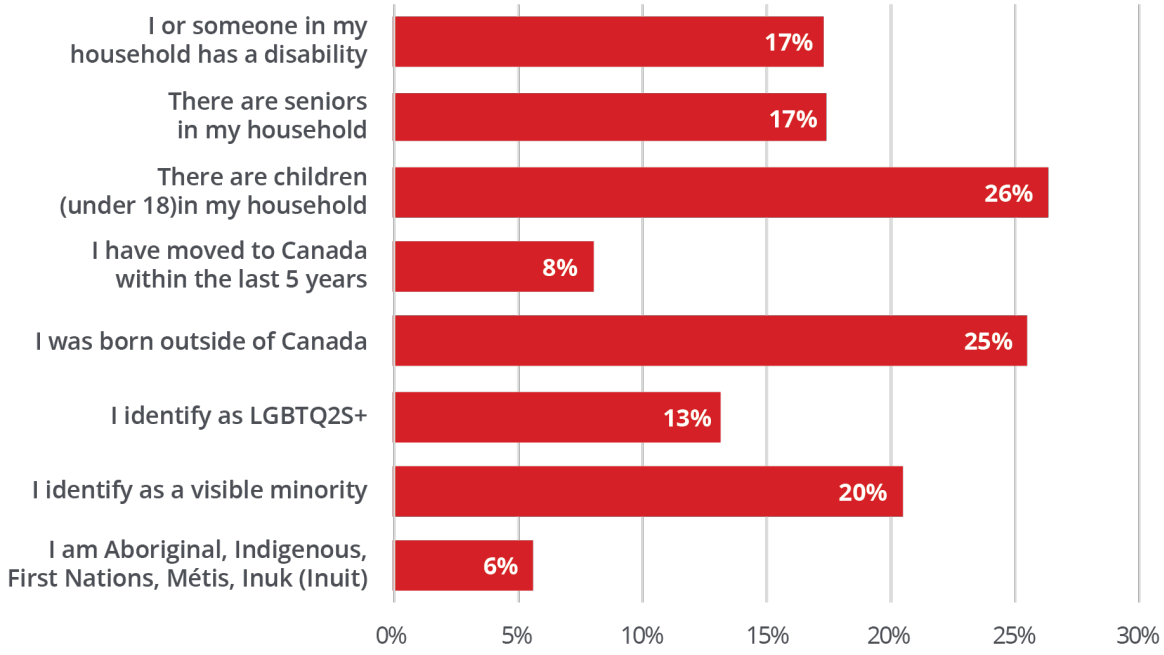

Figure 20: Response to demographic question asking if any of these options apply to the respondent.

Gender identity – please choose the option that best describes you:

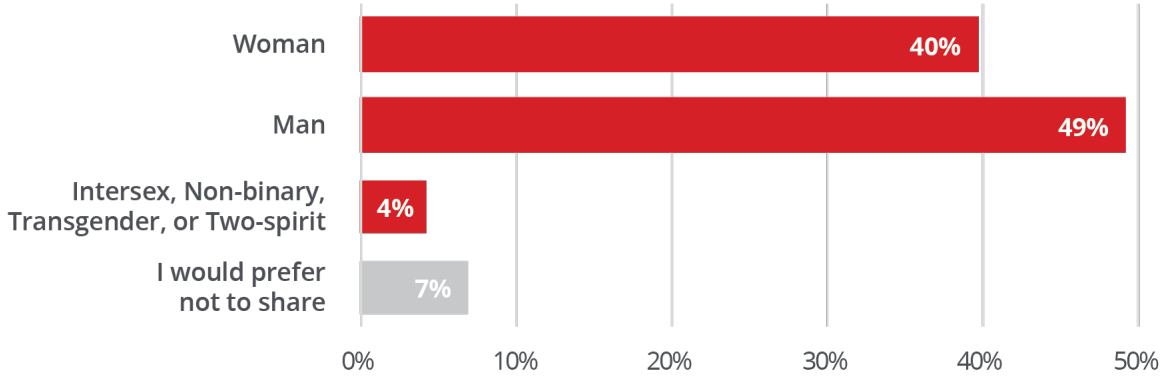

Figure 21: Response to demographic question asking the gender identity of the respondent.

Household income – what is your total annual household income before tax?

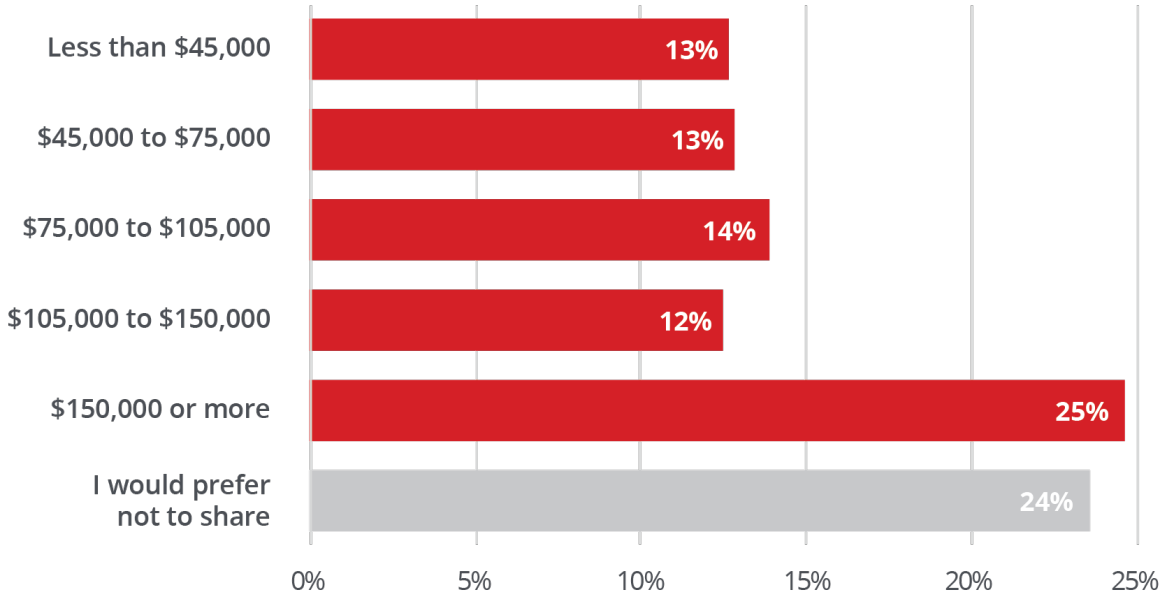

Figure 22: Response to demographic question asking the household income of the respondent.

Age – what is the age range of the person providing this input?

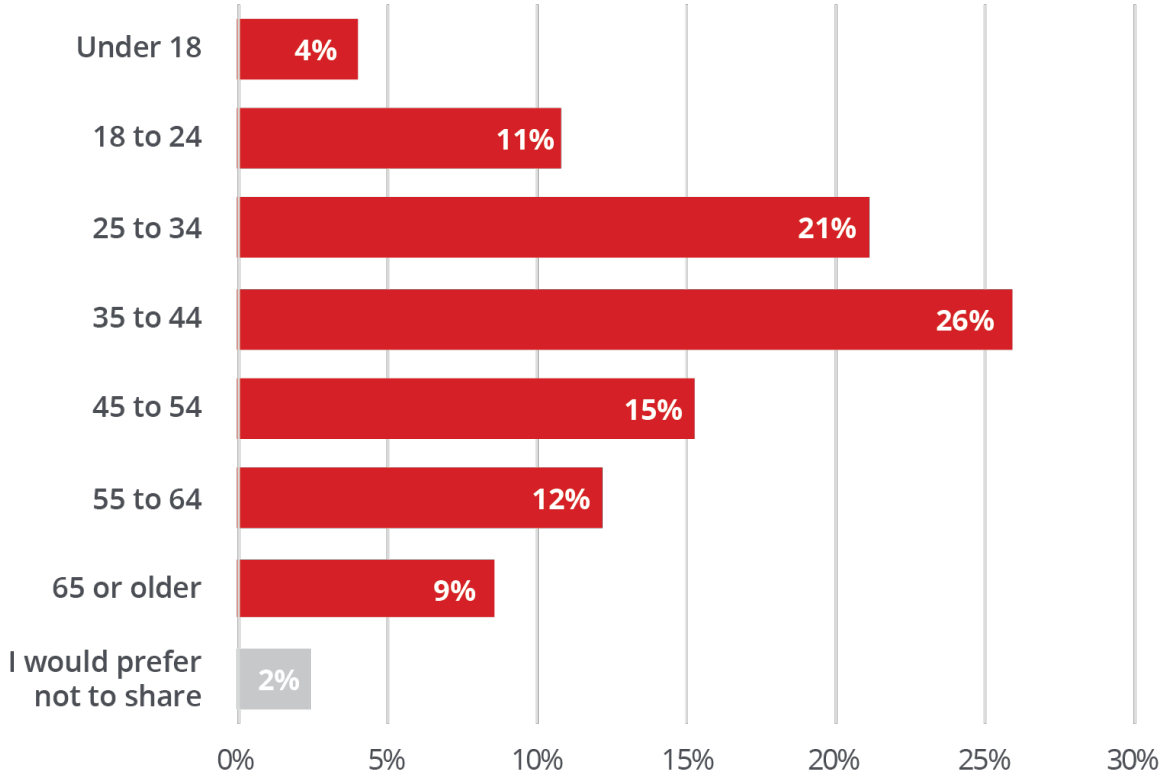

Figure 23: Response to demographic question asking the age of the respondent.

Location – Please let us know where you live.

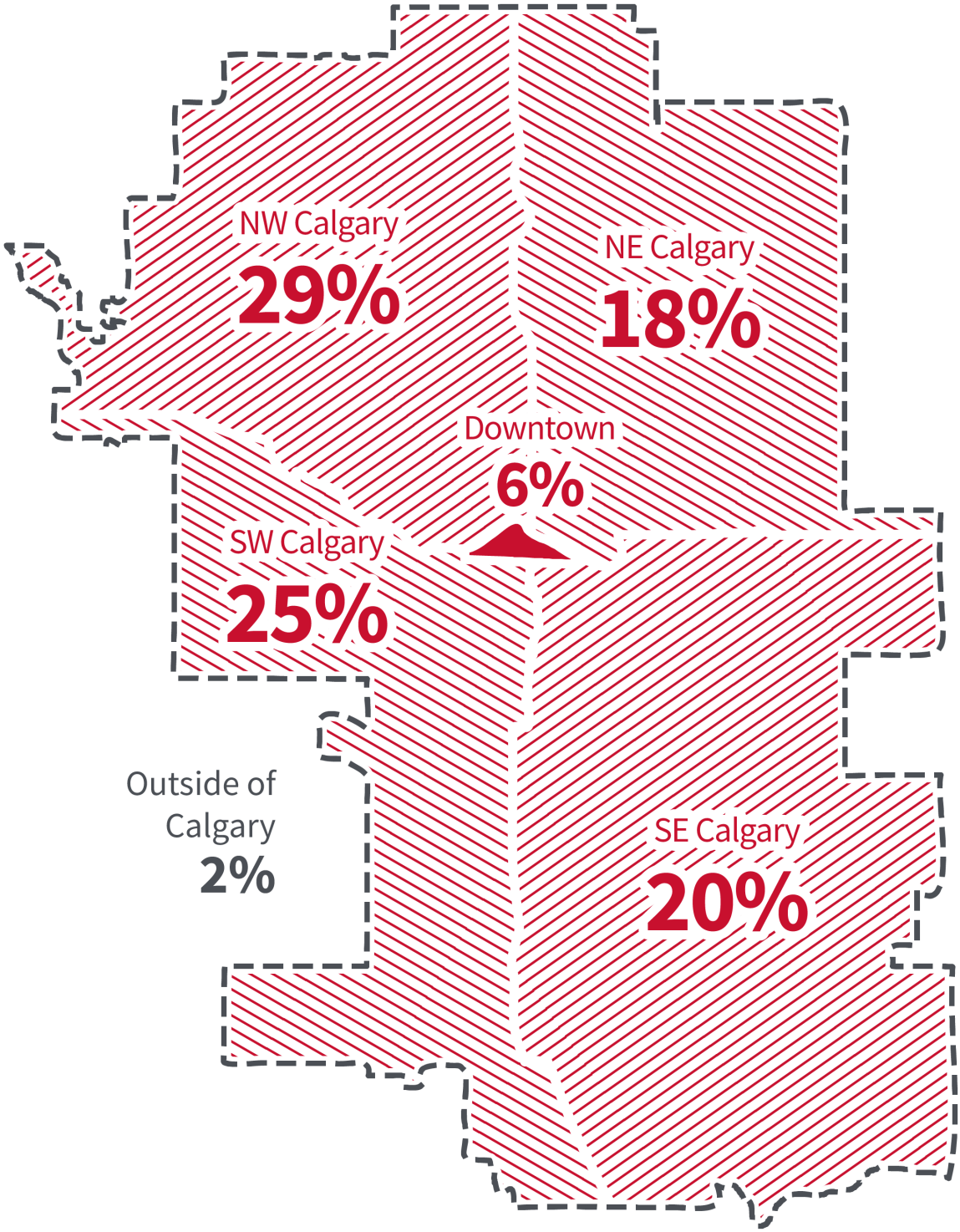

Figure 24: Response to demographic question asking where the respondent lives.

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.

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