

Calgary



# Council's 2027-2030 Strategic Priorities

C2026-0240

2026 March 10



# Focus Areas



**Reliable & Sustainable Infrastructure**



**Community Livability & Well-being**



**Safe City**



**Balanced Growth & Evolving Neighbourhoods**



**Functional Transportation Network**



**Trusted & Collaborative Government**



# Reliable & Sustainable Infrastructure

All City assets, facilities and parks are well maintained and reliable. The City carefully balances investments between growth and the specific needs of neighborhoods to deliver to Calgarians needs now and into the future.

## Community Outcomes

- City assets, facilities, and parks are well maintained and reliable.
- Calgarians count on reliable water services through well-maintained infrastructure.
- Measurable progress in reducing the infrastructure deficit by renewing, upgrading, and right-sizing aging infrastructure as a core driver of budget decisions.
- Balanced investment between major initiatives and smaller, neighborhood-specific “quick wins”.
- Investment in infrastructure strengthens how the city functions and supports long-term economic growth.



## Safe City

Calgarians are safe and feel safe in their neighbourhoods, downtown, and on transit. City-led emergency response is fast, reliable and well-coordinated.

### Community Outcomes

- Calgarians are safe and feel safe where they live, work and travel.
- City-led emergency response is fast, reliable and well-coordinated.
- Reduced crime and social disorder through effective municipal enforcement, prevention, and coordinated response, complemented by multi-level government collaboration and advocacy for provincial leadership in health and addiction services.
- City's digital systems are protected to provide reliable and safe services to Calgarians.



# Functional Transportation Network

The City provides reliable options for all modes of transportation, and improves roads, sidewalks, and pedestrian infrastructure. There is ambitious investment in transit and economic corridors.

## Community Outcomes

- Calgarians have accessible and reliable options for all modes of transportation.
- Improved roads, sidewalks, and pedestrian infrastructure.
- Ambitious investment in transit network that supports economic growth.



# Community Livability & Well-being

Calgarians have local access to City services, facilities, and amenities. The City provides well-maintained green spaces, parks, playgrounds, and facilities that support quality of life, while ensuring good-value for taxes.

## Community Outcomes

- Calgarians have easy access to local services, facilities, and amenities.
- Calgary neighbourhoods support social connection and a sense of belonging.
- Parks, green spaces, playgrounds, and City facilities are well-maintained and invested in to support quality of life.



# Balanced Growth & Evolving Neighbourhoods

Neighbourhood development is responsive to specific needs. Investments should support both future growth and current needs.

## Community Outcomes

- Neighbourhoods are responsive and develop and evolve to meet local needs.
- Growth occurs only where supporting infrastructure, financial capacity, and long-term operational sustainability are in place.
- A future-ready Calgary is built through sustainable growth and evolving communities.



# Trusted & Collaborative Government

The City listens, communicates, and engages with Calgarians in clear and simplified ways. There is an increase in transparency and accountability. The City collaborates with partners and other orders of government to enhance its operations and deliver services in more efficient ways.

## Community Outcomes

- The City communicates, listens, and engages with Calgarians in clear and simplified ways.
- The City sets balanced taxes and fees, providing Calgarians with good-value for their money.
- The City is transparent and accountable.
- City employees are supported and empowered to deliver quality, efficient services.
- Enhanced partnerships and government relations that deliver benefits to Calgarians through collaboration.



# Community Indicators

## Reliable & Sustainable Infrastructure

1. Water Service reliability (unplanned service interruptions)
2. Facility management assets in poor or very poor condition
3. Pavement quality index

## Safe City

1. Perception of safety (overall and day/night in downtown & transit)
2. Emergency response times (Fire & 911)
3. Pedestrian injury & fatality rates

## Functional Transportation Network

1. Sidewalk and pathway connectivity index
2. Average commute times for Calgarians
3. Calgary Transit ridership

## Community Livability & Well-being

1. Good quality of life rating
2. Access to multi-functional parks (residents within 400m)
3. Park assets in poor & very poor condition

## Balanced Growth & Evolving Neighbourhoods

1. Transit-oriented development (TOD) intensity
2. Land use diversity score (mix of residential/commercial)
3. Infrastructure investment per new resident

## Trusted & Collaborative Government

1. Calgarian's perception of "value for tax dollars"
2. City of Calgary credit rating
3. Intergovernmental funding secured (\$ per capita)

**Note:** Indicators based on third-party data sources (e.g. Statistic Canada) may change over time due to methodological updates or revisions to the underlying data.



# Appendix – Revisions from Feb 26 Draft

Feb 26 Draft	Revised
Page 1: City assets, facilities, and parks are well maintained.	Page 3: City assets, facilities, and parks are well maintained <b>and reliable</b> .
Page 1: Aging infrastructure is renewed, upgraded, and right-sized to reduce infrastructure deficit.	Page 3: <b>Measurable progress in reducing the infrastructure deficit by renewing, upgrading, and right-sizing aging infrastructure as a core driver of budget decisions.</b>
Page 2: Crime and social disorder are reduced through cross-government coordination	Page 4: <b>Reduced crime and social disorder through municipal enforcement, prevention, and coordinated response, complemented by multi-level government collaboration and advocacy for provincial leadership in health and addiction services.</b>
Page 4: Parks, green spaces, playgrounds, and City facilities are well-maintained to support quality of life.	Page 6: Parks, green spaces, playgrounds, and City facilities are well-maintained <b>and invested in</b> to support quality of life.
Page 5: Neighbourhoods develop and evolve to meet local needs.	Page 7: Neighbourhoods <b>are responsive and</b> develop and evolve to meet local needs
Page 5: Growth is aligned with infrastructure and financial capacity.	Page 7: <b>Growth occurs only where supporting infrastructure, financial capacity, and long-term operational sustainability are in place.</b>



# Revisions from Feb 26 Draft (cont'd)

Feb 26 Draft	Revised
Page 7: Facility condition index of public buildings.	Page 9: <b>Facility management assets in poor or very poor condition*</b>
Page 7: Citizen satisfaction with streets.	Page 9: <b>Calgary Transit ridership*</b>
Page 7: Housing affordability (house price-to-median income ratio)	Page 9: <b>Park assets in poor &amp; very poor condition*</b>
Page 7: Sense of belonging to local community	Page 9: <b>Good quality of life rating*</b>
Page 7: Fiscal transparency and accountability rating	Page 9: <b>City of Calgary credit rating*</b>

**\*Note:** Indicators updated based on Council feedback and to reflect more accurate description of the community indicators.