



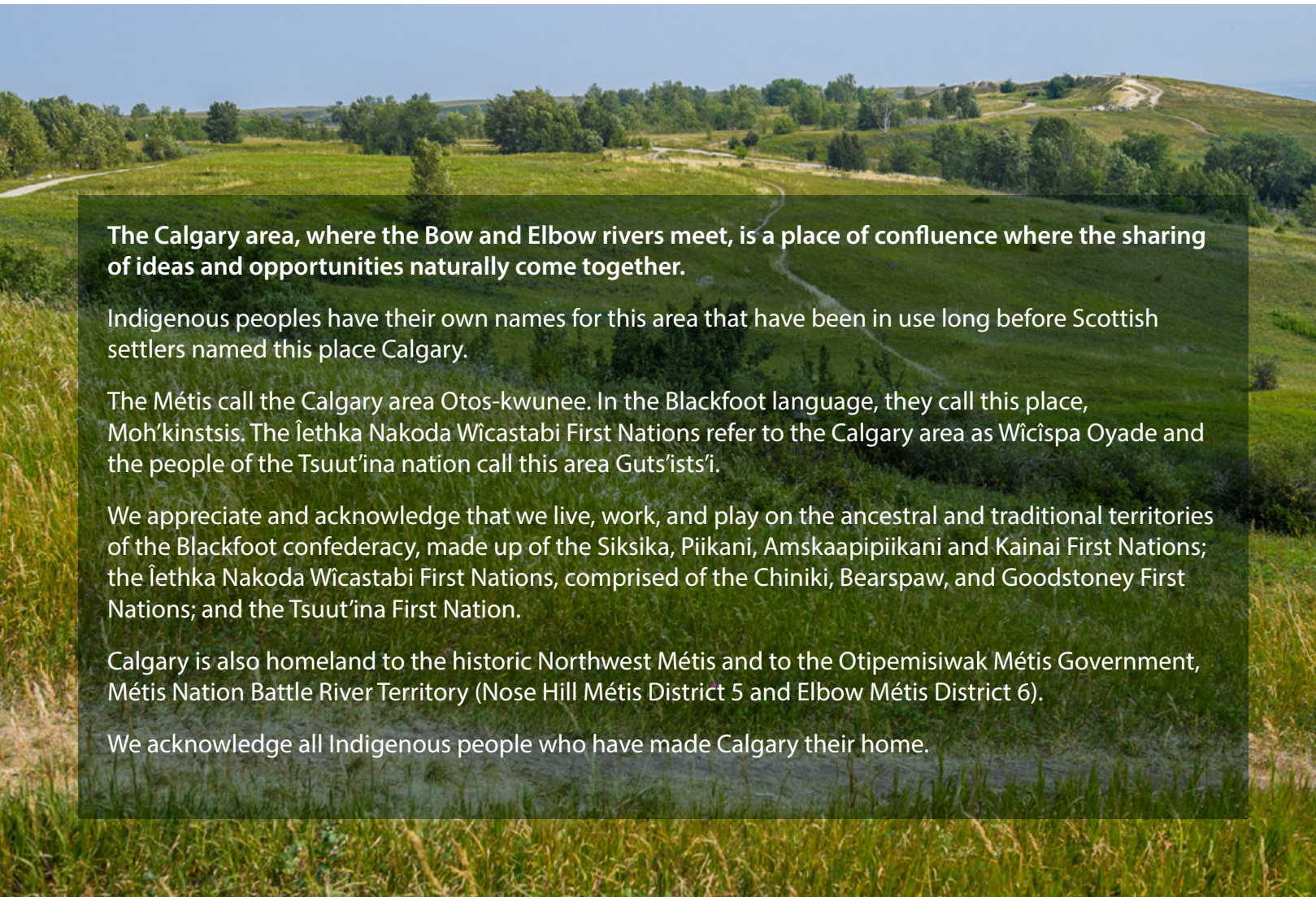
Calgary



INTRODUCTION TO

# Council's Strategic Priorities, 2027-2030

*This Introduction to Council's Strategic Priorities 2027-2030 reflects the areas Council has identified the greatest opportunity to make progress over the next four years. These priorities will set clear, top-line direction for Council's term, focusing on the outcomes Council intends to advance. In the last half of 2026, Council will share their full, detailed plan. Council will regularly report on their progress to plan for Calgarians during the four-year period.*



**The Calgary area, where the Bow and Elbow rivers meet, is a place of confluence where the sharing of ideas and opportunities naturally come together.**

Indigenous peoples have their own names for this area that have been in use long before Scottish settlers named this place Calgary.

The Métis call the Calgary area Otos-kwunee. In the Blackfoot language, they call this place, Moh'kinstsis. The Îethka Nakoda Wicastabi First Nations refer to the Calgary area as Wicîspa Oyade and the people of the Tsuut'ina nation call this area Guts'ists'i.

We appreciate and acknowledge that we live, work, and play on the ancestral and traditional territories of the Blackfoot confederacy, made up of the Siksika, Piikani, Amskaapiikani and Kainai First Nations; the Îethka Nakoda Wicastabi First Nations, comprised of the Chiniki, Bearspaw, and Goodstoney First Nations; and the Tsuut'ina First Nation.

Calgary is also homeland to the historic Northwest Métis and to the Otipemisiwak Métis Government, Métis Nation Battle River Territory (Nose Hill Métis District 5 and Elbow Métis District 6).

We acknowledge all Indigenous people who have made Calgary their home.

## Message from the Mayor

Calgary is a city defined by connection among people, neighbourhoods, opportunity and ideas. As City Council, we are focused on how Calgary works today and how it must adapt for tomorrow. With our city projected to grow toward two million Calgarians in the coming decades, the decisions we make now will shape daily life, economic opportunity and long-term sustainability.

Council's Strategic Priorities for 2027–2030 identify where we believe the greatest progress can be made over the next four years. These priorities provide clear, top-line direction for our term and focus on the outcomes that matter most to Calgarians. They reflect our responsibility to maintain the infrastructure and services people rely on every day, while also preparing Calgary for continued growth and change.

The six priority focus areas—reliable and sustainable infrastructure, safe city, functional transportation network, community livability and well-being, balanced growth and evolving neighbourhoods, and a trusted and collaborative government—work together as an integrated system. Progress in one area strengthens the others, helping ensure Calgary remains a city that functions well as it grows.

As Council, our role is to set direction, make thoughtful investment decisions and ensure good value for tax dollars. These Strategic Priorities will guide how we allocate resources, evaluate trade-offs, and align City services to deliver measurable results for Calgarians.

This publication introduces a high-level view of Council's intent for the 2027–2030 term. In the latter half of 2026, we will share a detailed plan outlining specific actions, measures, and timelines. Throughout the four-year period, we will regularly report on our progress, ensuring transparency and accountability.

Together, these priorities reflect our commitment to responsible leadership, clear communication and building a Calgary that is resilient, livable and ready for a growing population.

Mayor Jeromy Farkas

Council's Priorities are organized into six key focus areas that reflect the broad themes Council intends to make meaningful progress during the 2027-2030 term. These areas will help clarify expected outcomes and will guide how City departments align their work. While each focus area represents a distinct priority, they will work together as an interconnected system, recognizing that progress in one area often depends on advancements in another. Together, they will provide a clear framework for how the organization will support Council's direction and deliver value to Calgarians.

Priority Focus Areas:



Reliable & Sustainable Infrastructure



Safe City



Functional Transportation Network



Community Livability & Well-being



Balanced Growth & Evolving Neighbourhoods



Trusted & Collaborative Government

# Reliable & Sustainable Infrastructure



All City assets, facilities and parks will be well maintained and reliable. The City will carefully balance investments between growth and specific needs of neighbourhoods to deliver on Calgarians' needs now and into the future.

## Community Outcomes

- City assets, facilities and parks will be well maintained and reliable.
- Calgarians will be able to count on reliable water services through well-maintained infrastructure.
- Measurable progress will be made in reducing the infrastructure deficit by renewing, upgrading, and right-sizing aging infrastructure as a core driver of budget decisions.
- Investment will be balanced between major initiatives and smaller, neighbourhood-specific "quick wins."
- Investment in infrastructure will strengthen how the city functions and support long-term economic growth.

### COMMUNITY INDICATORS

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



# 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.

### COMMUNITY INDICATORS

- 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



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 INDICATORS

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



# 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.

### COMMUNITY INDICATORS

- 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



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.

### COMMUNITY INDICATORS

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



# 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

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



# COMMUNITY INDICATORS



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- 1 Water Service reliability (unplanned service interruptions)
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