

Calgary



Safer Together

**A COMMUNITY SAFETY AND WELLBEING PLAN
FOR CALGARY**

April 2026

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Safer Together identifies opportunities to address safety and wellbeing in new ways and builds a roadmap from Calgary’s current state to our desired future. Coordinating our efforts, collective energy, focus and investment will lead to a better Calgary.



Land acknowledgement

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 settlers named this place Calgary. In the Blackfoot language, it is called Mohkinstsis. The Îethka Nakoda Wicastabi First Nations refer to this place as Wicispa Oyade and the people of the Tsuut'ina nation call it Guts-ists-I. The Métis call the Calgary area Otos-kwunee.



We appreciate and acknowledge that the work in developing this plan took place on the ancestral and traditional territory of the Blackfoot Nations of the Siksika, Piikani 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. The city of 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 and give gratitude to the many First Nations, Métis and Inuit who have lived in and cared for these lands for generations and call Calgary home.

Acknowledgements

City staff, community organizations, the Calgary Police Service (CPS) and other partners were involved in the development of *Safer Together: A Community Safety and Wellbeing Plan for Calgary*. Contributions and insights on the lived experiences of Calgary residents and the impactful work happening locally were incredibly helpful. We deeply appreciate the valuable participation in shaping this plan and expressed commitment to fostering a safe, inclusive community where everyone feels a sense of belonging.



“As our city grows and becomes more complex, so do the challenges we face together. The Calgary Police Service recognizes that policing today is not just about responding to incidents. It’s about building trust, preventing harm and creating conditions where every Calgarian feels safe and supported.”

— Calgary Police Service



Introduction

Community safety and wellbeing are essential to a vibrant, livable city and to the quality of life of all Calgarians. Engagement with a wide range of interest holders reinforced that safety is more than the absence of crime, harm or social disorder, it is also about ensuring everyone can participate fully in a welcoming, inclusive community.

The safety and wellbeing challenges facing Calgary today are complex and interconnected. Addressing them requires a coordinated and collaborative response that brings together all orders of government, community organizations, the Calgary Police Service, communities, businesses and residents around shared goals and a shared responsibility.

Safer Together: A Community Safety and Wellbeing Plan for Calgary builds on the strength of existing initiatives and programs across the city, outlines a comprehensive and unified approach to build a robust safety ecosystem, and aligns efforts to improve outcomes for Calgarians. Achieving lasting change requires a shared approach to community safety and wellbeing — one that emphasizes upstream and coordinated approaches, and the collective benefits of working together to create safer, healthier communities for everyone.

Community safety

centres on creating conditions that support the security of people to be and feel free from harm, danger and discrimination, and on creating conditions that reduce risk.

Wellbeing

refers to the diverse and interconnected conditions impacting someone’s ability to meet their needs. These needs may be related to education, health care, food, housing, income, social supports and the ability to maintain and express one’s identity. In this plan, it includes economic, environmental, emotional, physical, spiritual, intellectual, cultural and social aspects.

What is a Community Safety and Wellbeing Plan for Calgary?

Safer Together: A Community Safety and Wellbeing Plan for Calgary is a city-wide collectively owned plan, outlining priorities and collaborative actions to improve safety and wellbeing. It sets a common vision and roadmap to guide next steps for everyone to work towards. It describes current needs, sets shared priorities and identifies actions that the broader safety ecosystem — including The City, community organizations, the Calgary Police Service, businesses and all orders of government — can focus on to make improvements together.

Collectively owned means that the vision, collaborative actions and outcomes are shared by all interest holders, who will work together, share responsibility, benefit from the plan and create the conditions to meet community needs now and into the future.

"We see our role as creating safe and inclusive spaces with the goal of increasing social connectedness and sense of belonging. We believe that building and strengthening social connections at the neighbourhood level does help to improve perceived safety."

— Community organization



WHAT WILL THE PLAN DO?

The plan emphasizes the safety and wellbeing needs of those living in Calgary, and the importance of building a better quality of life for all Calgarians. It builds on community strengths and identifies areas where more support or changes can make a difference. **Safer Together** will:

Make Calgary safer and Calgarians feel safer

Actions implemented by various interest holders in support of the priorities and collaborative actions will result in improvements to services, programs, policies and spaces. This will improve safety and strengthen our community's ability to address the needs of Calgarians.

Align and coordinate efforts across Calgary around priority community safety and wellbeing needs and shared goals

Using common language, clear priorities and a shared direction, we can understand and address complex issues involving many groups and respond more effectively to needs. Opportunities can be better approached together.

Improve our understanding of what contributes to community safety and wellbeing

Using a common approach to and terminology around safety and wellbeing will help us understand root causes and their impacts. The role of incident response, risk intervention, prevention and social development will inform planning, dialogue and decisions.

Balance prevention efforts with incident response

In addition to interventions used in response to crises, early and preventative interventions also play a vital role. Preventative approaches can improve long-term outcomes, such as improved quality of life, and reduce the number of and associated costs of emergencies or incidents.

Improve communication and information sharing

Calgary interest holders can work together to consolidate community safety and wellbeing communication efforts, reporting and measurement. By collaborating, we can better track collective progress, see results, inform decisions and be accountable to Calgarians. We can celebrate positive changes and identify where more efforts may be required.

Strengthen partnerships

By bringing together a diverse group of community organizations, the Calgary Police Service, government representatives, businesses and Calgarians, we can draw on the collective knowledge and expertise of community needs and solutions. This will result in more effective approaches and increased efficiency.

Build a more inclusive Calgary

By using targeted approaches to embed equity, Truth and Reconciliation and anti-racism into every action, the plan ensures no one is left behind. It creates a Calgary where everyone belongs, regardless of background or identity.

WHY NOW?

Calgary is one of the fastest growing municipalities in Canada. In 2025 Calgary recorded the second-highest population growth among Canada's major cities. Calgary's population was estimated at 1.5 million and projections for 2031 estimate that Calgary's population will reach over 1.7 million and 2 million for the larger Metropolitan Area.

Calgary's rapid growth brings opportunity and new challenges as it evolves into a larger metropolitan centre. Rapid growth can place pressure on infrastructure, services and community dynamics, making it more important to invest in proactive strategies that support safety and wellbeing.

When Calgarians or businesses experience crime or safety incidents, it can lead to physical and emotional harm, financial loss and diminished trust in others. These impacts ripple through communities, affecting participation, prosperity and overall quality of life. By focusing on prevention and early intervention, we can reduce the frequency and severity of these incidents, resulting in cost avoidance and fostering a safer, more inclusive Calgary.

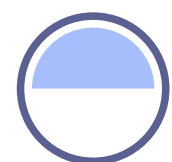
The Crime Severity Index assigns a weight to each crime based on the seriousness of the offence. While Calgary's

Crime Severity Index shows an overall decrease since 2019, and a crime rate below the national average between 2021 and 2023, recent statistics highlight a slight increase in property crimes and a more substantial increase in violent crimes. This impacts Calgarians with 23 per cent of residents perceiving Calgary as somewhat unsafe, and three per cent as very unsafe.

Surveys and engagement activities show that Calgarians, including local interest holders working on safety and wellbeing, have diverse concerns but consistently reported wanting to focus more on root causes. They identified issues such as poor access to services and supports, difficulty meeting basic needs, safety challenges in public spaces and negative impacts from social disorder.

It is time to address these complex issues by approaching community safety and wellbeing in a comprehensive way. By collaborating in our work, we can prevent problems before they happen, use resources more effectively and build supports that create greater capacity to meet the needs of Calgarians. By addressing root causes and improving social conditions, we can make positive change.

These statistics help us understand the current state of safety and wellbeing in Calgary.



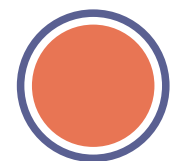
51%

of Calgarians agree that **The City of Calgary delivers programs and services that remove barriers to participation for Calgarians who need it most¹. However, this number is lower for Calgarians who identified as Indigenous, having a disability, or 2SLGBTQIA+.**



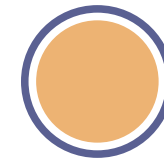
1 in 5

84,600 households were in housing need in 2023, with the household earning less than 65% of the area median income and spending more than 30% of income on shelter².



16,973

violent crimes in 2025. The number of victims of violent crimes increased 16.1% between 2020 and 2025³.



51,999

property crimes in 2025. The number of incidents increased by 3.8% between 2020 and 2025⁴.



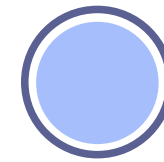
70%

of Calgarians agree that **The City of Calgary fosters a city that is inclusive and accepting of all⁵.**



89%

feel that they belong in their neighbourhood⁶.



3,121

people were experiencing homelessness in 2024⁷.



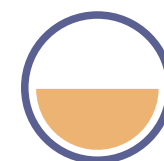
1 in 3

Calgarians lived in food-insecure households in 2023 – up from 25% in 2022 and well above the national average of 26%. This has been rising since 2020⁸.



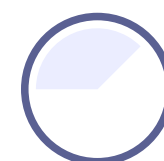
16%

of Calgarians were living in low-income in 2023⁹.



52%

feel Calgary is safe for all residents and visitors, regardless of things like ethnicity, race, religion, income, or sexual identity; for those who identify as Indigenous, female, 2SLGBTQIA+ or a senior, it is lower than 52%¹⁰.



1 in 3

of Calgarians report their mental health as fair or poor¹¹.



63%

of Calgarians report being affected by a community-wide disaster in the last five years¹².

¹City of Calgary. 2025 Fall Survey of Calgarians. Statement "The City of Calgary delivers programs and services that remove barriers to participation for Calgarians who need it most".

²Housing need is defined as the household earning less than 65% of the area median income and that they spend 30% more on shelter. City of Calgary, Home is Here: The City of Calgary's Housing Strategy, 2024. P.4.

³Calgary Police Service 4th Quarter 2025 Statistics.

⁴Calgary Police Service 4th Quarter 2025 Statistics.

⁵City of Calgary. 2025 Fall Survey of Calgarians. Statement "The City of Calgary municipal government fosters a city that is inclusive and accepting of all".

⁶City of Calgary. 2025 Perspectives on Calgary Survey – Diversity and Inclusion.

⁷2024 Calgary Homeless Foundation Point-in-time count.

⁸Vibrant Communities Calgary Well-Being Dashboard | Enough for All.

⁹T1 Family File Census family low income measure, after tax (CFLIM-AT).

¹⁰City of Calgary, Survey of Calgarians Spring 2025: Equity-Deserving Communities.

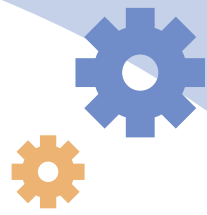
¹¹City of Calgary, Mental Health Survey of Calgarians, 2025. Question: In the last month, how has your mental health been?

¹²Calgary Emergency Management Agency community survey (2022).

Safer Together recognizes the critical importance of both:

- **The challenges** that increase vulnerability, including risk factors related to crime and social disorder, and
- **The positive** conditions that help people and communities thrive.

The plan facilitates positive impacts across Calgary. We can improve safety and feelings of safety, and community conditions in areas such as housing, mental health and poverty. We can also improve access to information, welcoming spaces, art and cultural experiences and gathering places. These efforts will build on previous achievements and support a continued focus to foster a sense of belonging, increase connections and improve quality of life for Calgarians.



OUR APPROACH TO IMPROVING COMMUNITY SAFETY AND WELLBEING

We must consider all approaches and solutions to best address community safety and wellbeing. The Community Safety and Wellbeing Framework¹³ helps us understand and organize our efforts across four areas: incident response, risk intervention, prevention and social development. Prevention and social development focus on addressing root causes, stopping incidents before they happen, reducing harm and lowering the number of incidents overall.

Incident response

Serious concerns require an immediate and urgent response. This typically involves support or intervention from first responders such as 9-1-1 emergency communications officers, police, paramedics, firefighters, peace officers, security or other emergency services.

Risk intervention

Risk intervention is intended to prevent an incident. This approach identifies and responds to situations of acutely elevated risk and mobilizes immediate interventions before an emergency or crisis-driven response happens.

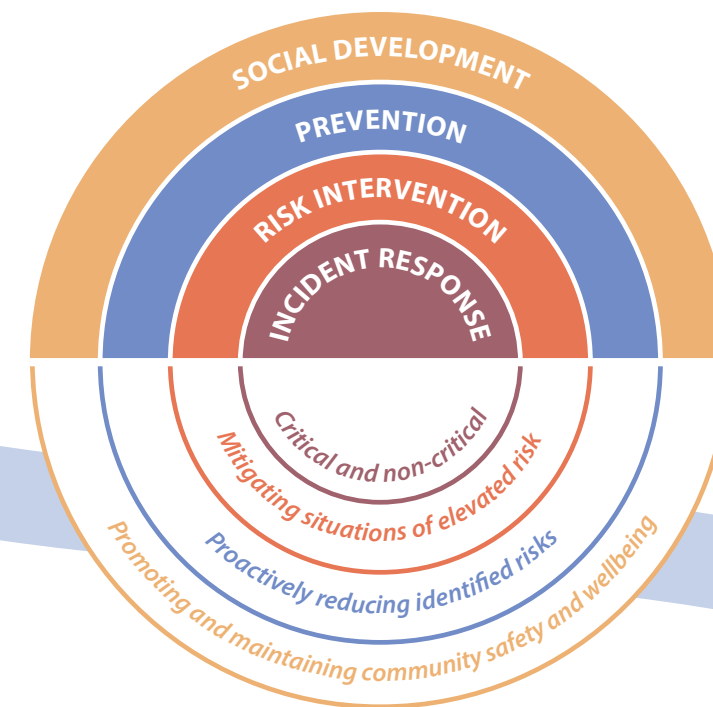
Prevention

By applying proactive strategies to known and identified risks, this approach mitigates potential harm to individuals or communities.

Social development

This approach addresses underlying causes of social issues through upstream activities that promote and maintain individual and community wellness. Social development both reduces the probability of harm and commonly addresses social determinants of health.

Figure 1.1: Community Safety and Wellbeing Framework



¹³Government of Ontario. (2024) Section 2 – The Community Safety and Well-being Planning Framework. <https://www.ontario.ca/document/community-safety-and-well-being-planning-framework-booklet-3-shared-commitment-ontario/section-2-community-safety-and-well-being-planning>.

A Community Safety and Wellbeing Plan for Calgary

VISION

A Calgary where everyone feels safe, connected, supported and that they belong.

Safer Together: A Community Safety and Wellbeing Plan for Calgary outlines five priorities and 15 collaborative actions, while also drawing from the Framework — incident response, risk intervention, prevention and social development — to create a comprehensive approach to safety and wellbeing.

The plan's foundations and principles are also described in the appendix.

"Many individuals and families we support struggle with financial stability, exacerbated by Calgary's rising cost of living, lack of affordable housing and limited access to well-paying jobs."

— Engagement feedback

"Strengthening partnerships between healthcare, social services, and law enforcement would improve crisis response and overall community care."

— Community organization

PRIORITIES

The plan's priorities and collaborative actions help everyone see their role in a connected network of efforts within the safety ecosystem. Additional key components to consider are outlined in the appendix. Together, these clarify and guide our efforts, identify new opportunities, and foster a collaborative and unified approach to achieving collective goals.

Priorities	What do we want to achieve?	How will we measure our progress?
Create communities where everyone belongs	Calgarians are and feel included, valued, and that they belong regardless of their identity and background.	<ul style="list-style-type: none"> • Sense of belonging • Perceptions of inclusion • Satisfaction with social services
Enhance safety where people live, work and play	Calgarians experience conditions that make them safe and help them feel safe.	<ul style="list-style-type: none"> • Crime Severity Index • Perceptions of safety • Satisfaction with safety in public spaces
Build supports for wellbeing	Calgarians experience positive physical, emotional, social, spiritual, cultural, intellectual and environmental wellbeing.	<ul style="list-style-type: none"> • Quality of life satisfaction rate • Self-reported mental health status • Access to programs/services that promote physical and emotional wellbeing
Meet housing needs	Calgarians can access housing that is safe, secure and affordable.	<ul style="list-style-type: none"> • Housing availability and affordability • Number of people experiencing homelessness
Foster financial security	Calgarians have financial security and resilience — now and in the future.	<ul style="list-style-type: none"> • Employment and income stability • Access to low-barrier and subsidized programs

Figure 1.2: Community Safety and Wellbeing Plan Priorities



COLLABORATIVE ACTIONS

Informed by data, engagement with local interest holders, and analysis of current gaps and needs, the following list presents collaborative actions that The City, community organizations, the Calgary Police Service, other orders of government, businesses and Calgarians can collectively prioritize to improve community safety and wellbeing outcomes. The City and partners will review actions over time and adapt them to respond to emerging issues.

Action	Considerations
1. Improve the design and maintenance of infrastructure within public spaces in support of safe and active use	Design and maintain indoor and outdoor spaces that encourage regular use, promote connection with others, showcase multiple identities and local history, and that emphasize safety and wellbeing. This can include improvements to lighting, cleanliness, amenities, pedestrian safety, beautification, nature-based features or representing multiple identities in public spaces through art, language and symbols.
2. Co-create and coordinate neighbourhood activities and community-rooted initiatives that promote connection	Support new and existing activities such as events, festivals, workshops, skill building and volunteer opportunities that meet local needs and interests. Promote these using effective and accessible communication. Seek out opportunities to collaborate across groups and neighbourhoods.
3. Continue to strengthen the availability and coordination of supports for individuals experiencing homelessness	Build on approaches for services, supports and housing providers to coordinate and collaborate, including innovative ways to reduce barriers to supports, share information, support navigation of services and sector training.
4. Bundle and coordinate efforts using hub-models to share information, resources and activities	Combine the efforts of many service providers to share the most relevant information, services and programming to meet identified needs.
5. Strengthen workplace supports, practices, and conditions that promote employee safety and wellbeing	Proactively advance approaches to address employee safety, psychological safety, and wellbeing in workplace settings through effective policies, procedures, resources, education, training, screening, improving conditions in the work environment, risk assessments, accommodations and leadership support.
6. Enhance supports and environmental conditions to improve participation in community, work and public life	Create and promote conditions that support diverse human needs through the identification, removal and prevention of barriers. Consider physical, sensory and cognitive disabilities, age, integration of universal and barrier-free design and accessible communication needs.
7. Understand and meet needs of people from all backgrounds, identities and experiences	Design and deliver supports, services and spaces that reflect diverse lived experiences. Consider age, ability, income, culture, family make-up, ethnicity, race, gender identity, place of origin and time lived in Calgary when assessing and addressing needs.

Action	Considerations
8. Continue to improve processes and procedures that respond to safety and emergency incidents appropriately and in a timely manner	Design, refine and coordinate responses to safety and emergency incidents. Streamline and optimize the roles and processes involved in meeting individual, community and city-wide needs.
9. Increase access to and promotion of free and low-cost supports and services	Provide easy access to free or low-cost services to low-income Calgarians by improving customer service, business processes, access locations and awareness of supports.
10. Strengthen approaches to meet community and individual needs post-emergency and foster recovery	Provide resources, host events, share information and/or respond to incidents based on community needs to maintain and sustain safety and wellbeing following an emergency. At all stages post-emergency, address recovery to positively impact wellbeing and feelings of safety. Establish clear steps to build community capacity and to meet needs at various stages of recovery whether in the short-term or over the long-term, and in relation to the type of event or size of impact.
11. Continue to strengthen food security through preventative approaches	Establish a full spectrum of community-based approaches and supporting policies to address access to affordable, quality and appropriate food.
12. Expand activities to address online safety	Increase preventative approaches to online safety to improve Calgarians' understanding of online risks, positive and negative impacts to wellbeing and improve digital literacy overall. Adapt approaches as technology evolves. Implement and expand targeted approaches customized to local needs.
13. Enhance preventative approaches to domestic and gender-based violence	Enhance the local approach to preventing domestic violence and gender-based violence with an emphasis on information sharing, safety processes, programming and coordination of prevention and early intervention supports.
14. Enhance the variety of social, educational, arts, cultural and recreational activities offered so that all can be and feel included	Implement activities that adapt to the emerging needs and interests of all groups. Reflect diverse identities such as age, ability, ethnicity, culture, spirituality, family make-up, gender identity, sexual identity, income and place of origin and time lived in Calgary.
15. Strengthen the understanding of emotional wellbeing and what information and supports are available	Share information about emotional wellbeing supports, including how to seek help and what local supports are available to access appropriate services and resources. Use information to best respond to Calgarians' emotional wellbeing needs, including urgent needs that arise from distress or mental health challenges, and their related safety concerns.

Next steps

This plan reflects the voices, experiences and aspirations of many interest holders who are striving for a city that is safe, connected, supportive and where everyone belongs. It presents a framework for addressing root causes of vulnerability and enhancing the many positive conditions that build safety and wellbeing.

With a common vision and actions to work on collaboratively, we can create lasting change for Calgarians. Our success depends on sustained efforts and the continued investment of time, funds and resources in work already underway, relationship building, developing and sustaining trust, as well as identifying new opportunities and collective approaches.

Next, we move into action planning. Each organization can use the plan's Community Safety and Wellbeing Framework to organize and outline its anticipated work, including contributions to the priorities and collaborative actions. This alignment contributes to working toward a shared vision.

The City of Calgary will support these efforts through information sharing, resource development, communication, measurement and progress reporting. The City will align and unify existing initiatives, plans, strategies and services with these priorities. It will also develop an implementation plan to support *Safer Together: A Community Safety and Wellbeing Plan for Calgary* and use the Framework to guide future planning and activities.

Together, we will achieve great things so Calgarians can thrive.



WORKING TOGETHER

Using *Safer Together: A Community Safety and Wellbeing Plan for Calgary* as a common vision we can move forward together with purpose and coordination. Here are some ways to advance the plan:

- **Create an action plan** outlining activities to focus on, and the collaborative actions or outcomes to support.
- **Share local knowledge and expertise** to help shape innovative solutions for community safety and wellbeing.
- **Build relationships** that support coordinated and collaborative approaches.
- **Use shared language** based on the Community Safety and Wellbeing Framework — incident response, risk intervention, prevention and social development — to align efforts.
- **Advocate** for improvements and investments that strengthen safety and wellbeing in Calgary.
- **Track progress, share data and participate in evaluation** to measure impact and guide future work.
- **Share resources and information** that support others working toward similar goals.
- **Communicate** emerging needs and solutions to help individuals and the community respond proactively.



Appendices

FOUNDATIONS AND PRINCIPLES

Foundations

Together, equity, Truth and Reconciliation, and anti-racism inform all priorities and collaborative actions in the plan, and apply to implementation planning and next steps. These foundations prompt in-depth thinking about the best approach to take and the desired impacts for equity-deserving communities. Each is described below:

EQUITY

Communities are fair and benefit all. Equity refers to the intentional practice of treating everyone with fairness by taking individual differences and social conditions into account. It requires recognizing respective needs and removing barriers (often systemic) so everyone can be successful. Identity characteristics, such as age, race, ethnicity, language, location, disability or income, can be a barrier (individual or systemic). The result of equity is that all people have equal opportunity to benefit.

Applying equity means considering the unique experiences of safety and wellbeing for different groups. Decisions and the design of systems, services and programs are informed by equity-based analysis and approaches.

TRUTH AND RECONCILIATION

Indigenous peoples have unique experiences of safety and wellbeing. Together, we advance the Calls to Action¹⁴ outlined in the Truth and Reconciliation Commission of Canada.

The Truth and Reconciliation Commission defines reconciliation as “establishing and maintaining a mutually respectful relationship between Aboriginal and non-Aboriginal peoples¹⁵”. It is working towards solidarity as a society. Redressing the legacy of colonization together can be achieved in many ways – by learning about Indigenous histories, developing mutually respectful relationships, addressing systemic impacts and barriers, placing an emphasis on the unique needs of Indigenous peoples, and implementing Indigenous-led actions and solutions.

ANTI-RACISM

Anti-racism is recognizing racism and actively working to name, challenge and eliminate it at all levels. It is addressing racism and promoting racial equity and justice, both individually and systemically.

An anti-racism approach actively addresses and dismantles systemic racism and racial discrimination by addressing barriers that hinder Indigenous, Black and diverse Racialized individuals from thriving and achieving equitable outcomes across all systems and structures. It celebrates diversity, rejects bias and discrimination, understands and applies culturally relevant approaches, and promotes attitudes and behaviours reflecting inclusion of all.

Principles

The plan is guided by the following principles: collaborative, actionable, balanced, human-centred and resilience-focused. These principles create consistency when making decisions about what to focus on and how to approach actions going forward. As collaborative actions are implemented or key components for change are considered, these principles help all groups stay focused on what matters most and guide approaches to the plan’s work, even as circumstances change.

Collaborative

We work together towards a common goal, using a shared and partnership-focused approach. We achieve more and establish a greater collective impact by building on our strengths.

Actionable

We base changes on purposeful, measurable activities. Actions should be tangible, achievable and sustainable, with clear goals and outcomes, that support continuous improvement.

Balanced

We balance city-wide needs with targeted approaches for specific geographic areas or groups, ensuring diverse perspectives and priorities are addressed.

Human-centred

We prioritize the holistic needs of individuals and communities (their preferences, values, choices and abilities) and approach them with dignity and respect. This principle recognizes that every person has multiple, intersecting identities (e.g., age, ability, gender identity, race, ethnicity) that shape experiences of safety and wellbeing. Equity-focused practices, including accessibility and trauma-informed approaches, strengthen this commitment.

Resilience-focused

We anticipate and address adversity with adaptable, strengths-based protective supports that help individuals and communities thrive.



¹⁴Truth and Reconciliation Commission of Canada : calls to action.: IR4-8/2015E-PDF - Government of Canada Publications - Canada.ca.

¹⁵Honouring the Truth, Reconciling for the Future Summary of the Final Report of the Truth and Reconciliation Commission of Canada, The Truth and Reconciliation Commission of Canada, 2015, p. 6.

KEY COMPONENTS FOR CHANGE

Effective change in community safety and wellbeing starts by understanding and addressing the many factors that shape it. Engagement with interest holders confirms that these key components are essential for success across the community safety and wellbeing ecosystem.

Priority: create communities where everyone belongs

Information, resources, events, activities and learning opportunities are available that help Calgarians thrive.
Opportunities to connect with each other are created, fostered and promoted.
Spaces are designed to promote connection and belonging.
Participation in the creation and delivery of community connections and spaces is fostered.

Priority: enhance safety where people live, work and play

Safety risks and response options in the community, for oneself and others, are understood.
Safety supports, resources and policies are developed and used.
Safety and emergency responses are coordinated and involve partnerships whenever possible.
Steps are taken to prevent, reduce and mitigate safety risks.
Spaces are designed to promote safety, reduce risk and increase feelings of safety.
Supports to recover from safety incidents and emergencies are available.
Safety risks and incidents are responded to appropriately.
Safety responses are timely and aligned to the risk level.



Priority: build supports for wellbeing

Social, recreation, intellectual, arts and cultural activities and programs are understood, available and accessed.
Information, resources and services that support and promote physical wellbeing are available and accessible.
Information, resources and services that support and promote emotional wellbeing are available and accessible.
Navigation to mental health and addiction support is available.
The impacts of the environment on wellbeing are understood and proactively addressed.
Spaces are designed to support wellbeing.
Urgent needs impacting wellbeing are addressed in a timely manner.

Priority: meet housing needs

Information and resources related to housing supports are available.
Supports are available to improve housing access, transitions and stability.
Housing options meet diverse needs.
Quality, safe and risk resilient housing is available.

Priority: foster financial security

Information, resources and learning opportunities are available to support financial security.
Supports for sustainable livelihoods are available and accessible.
Necessities for living are available and accessed.
Emergency financial supports are available and timely.

DEVELOPING THE PLAN

The plan emerged through a comprehensive development process, involved a broad range of information and interest holders from The City, community organizations, Calgary Police Service and other partners, drawing upon both environmental scans and targeted engagement.

Environmental scans included:

- Current City of Calgary plans, policies, strategies and services
- Community Safety and Wellbeing plans and strategies of other Canadian municipalities
- Feedback from Calgarians collected by The City of Calgary between 2017 and 2025 through citizen surveys, previous engagement or research
- Data, trends and evidence-based approaches

Targeted engagement:

- Interviews with leads of The City of Calgary plans, policies, strategies and services
- An online feedback form for community organizations and other orders of government
- Meetings with Calgary Police Service representatives
- Meetings with City of Calgary advisory tables and Council committees
- Workshops with City staff and community organizations to validate the priorities and strategic directions

Engagement information was:

- Themed
 - Incorporated into the priorities and collaborative actions
 - Used to validate an understanding of Calgary's needs and opportunities
-

Participating organizations represented diverse community needs in areas such as: family violence, climate and the environment, post-secondary institutions, health, housing, business groups, Indigenous communities, foundations, justice, schools, shelters, outreach services, recreation, seniors, first responders, disabilities, newcomers, youth, mental health, addictions, police, libraries, ethno-cultural communities, early childhood development, basic needs and parks.



ENGAGEMENT SUMMARY

A meaningful and purposeful engagement process was conducted in planning *Safer Together: A Community Safety and Wellbeing Plan for Calgary*. The engagement process had three phases: internal engagement, external targeted engagement and combined targeted engagement, including internal and external interest holders. In each phase, interest holders gave feedback that helped shape the plan, and that feedback was then shared and discussed during the next phase of engagement.

Over 200 interest holders were involved. They represented many sectors, including justice, health, mental health, addictions, youth, climate and the environment, emergency management, arts and culture and ethno-cultural groups and more. Feedback was gathered using a variety of engagement methods, including:

- One-on-one interviews
- Meetings related to City strategies, plans, policies, services and programs from October 2024 to January 2025 (over 100 participants)
- Attendance at seven City of Calgary advisory committee meetings from January to March 2025 (60 participants)
- Online feedback questionnaire open from January 27 to February 23, 2025 (66 submissions)
- In-person workshops from late April to early May 2025 (121 participants)

For a detailed overview of the engagement process and feedback received, the What We Heard reports can be found here:

[Online feedback questionnaire What We Heard Report](#)

[In-person workshops What We Heard Report](#)



ENGAGEMENT THEMES

The following are high-level themes that emerged from the engagement process:

Engagement Themes	Detailed Explanation
Partnerships	<ul style="list-style-type: none"> • Forming and leveraging relationships with partners in the community and social sector allows coordination of programs and support services to best serve Calgarians. • Integrated service models can help improve care coordination and reduce gaps.
Providing safe spaces	<ul style="list-style-type: none"> • Interest holders emphasized a strong need for public safety and strong desire for safe spaces (both public and private). • Inclusive design should be part of planning, permitting and infrastructure decisions.
Impacts of technology	<ul style="list-style-type: none"> • Online risk is a broad topic, and includes grooming, fraud and scams, trolling, threats and hate speech. It can impact all ages.
Role of programs and support services	<ul style="list-style-type: none"> • Programs and support services can help build foundations for physical and emotional wellbeing. To best serve Calgarians, these programs and support services should consider cultural groups and populations with higher needs. • Ensuring fair and equitable access to programs and support services improves the safety and wellbeing of Calgarians of all ages, backgrounds and abilities.
Building inclusive communities	<ul style="list-style-type: none"> • A strong sense of belonging and connection to community is important and empowers natural support systems. People want to feel valued, seen and included, not only present.
Economic wellbeing	<ul style="list-style-type: none"> • Economic wellbeing centres on the ability to meet basic and economic needs, including food security and transportation needs. • Calgarians expressed concerns around the current state of employment opportunities, livable wages, affordability and cost of living.
Substance use, addiction and treatment	<ul style="list-style-type: none"> • Substance use and addiction is an important issue for the community safety and wellbeing of Calgarians. There is a strong need for accessible and timely rehabilitation and treatment programs and services for Calgarians experiencing addiction or substance use. • Interest holders called for trauma-informed care, resilience-building and culturally appropriate supports.

Engagement Themes	Detailed Explanation
Housing	<ul style="list-style-type: none"> Housing security needs to be improved through housing choice, accessibility and affordability. The illusion of choice in housing is misleading – many people don't have options. Zoning and land use policies can either help or hurt affordable housing development and current bylaws sometimes create barriers. Tenants (especially newcomers) need education on their housing rights and responsibilities. Feedback indicated interest in aging in place, and desire for tools and resources to assist this process.
Preventative / upstream interventions	<ul style="list-style-type: none"> Preventative/upstream interventions are very important for Calgarians' safety and wellbeing.
Mental health	<ul style="list-style-type: none"> In addition to its importance at every stage of life, from childhood and adolescence to adulthood, mental health is a very important local safety and wellbeing issue. Mental health can be influenced by a variety of factors relating to safety and wellbeing.
Climate change and natural disasters	<ul style="list-style-type: none"> There is a need for increased preparation when responding to emergencies resulting from climate change and natural disasters. Awareness campaigns should be promoted more to ensure people know what supports are available. Better coordination between The City of Calgary, businesses and community organizations will support this need. This type of emergency response needs to include all three phases: preparation, response and recovery.
Social disorder and crime	<ul style="list-style-type: none"> Concerns were raised over social disorder and crime, and the engagement process emphasized a strong need for public safety and desire for safe spaces (both public and private).
Social isolation	<ul style="list-style-type: none"> Social isolation is a very important issue for the safety and wellbeing of Calgarians. Community and connectedness are critical for building the foundations of physical and emotional wellbeing.
Domestic violence	<ul style="list-style-type: none"> Domestic violence is a significant safety and wellbeing issue. Individuals experiencing domestic violence need tailored supports like micro-grants and credit repair.
Intergenerational trauma	<ul style="list-style-type: none"> Intergenerational trauma is an important issue for the safety and wellbeing of Calgarians. A trauma informed response is needed to support Calgarians.

Engagement Themes	Detailed Explanation
Emergency and crisis preparation and response	<ul style="list-style-type: none"> Feedback indicated a need for increased preparation for responding to an emergency and/or crisis, with a focus on the right service at the right time. Mental health and psychological safety are essential parts of emergency response.
Social supports capacity and funding	<ul style="list-style-type: none"> There was concern about the capacity of various organizations and agencies, and the desire for more sustainable funding.
Equity	<ul style="list-style-type: none"> Calgarians want continued advancement and implementation of equity focused programs and services. Systemic and institutional racism must be addressed explicitly.
Truth and Reconciliation	<ul style="list-style-type: none"> Commitment to the White Goose Flying report in response to Truth and Reconciliation is of high importance.



Engagement Themes	Detailed Explanation
Unhoused Calgarians	<ul style="list-style-type: none"> Feedback indicated a high concern for the safety and wellbeing of unhoused Calgarians. This complex issue relates to many other themes heard within this engagement process.
Training, education and empowerment	<ul style="list-style-type: none"> Training, education and the empowerment of Calgarians in various areas supports the safety and wellbeing for all. Community led initiatives and natural support systems within the community benefit safety and wellbeing for Calgarians. Training, education and empowerment builds resiliency that benefits safety and wellbeing.
Increase physical features of safety	<ul style="list-style-type: none"> Feedback indicated a desire for increased safety within physical infrastructure. Examples include using Crime Prevention Through Environmental Design (CPTED) principles to prevent crime by designing the physical environment that positively influences human behaviour.
Trust, police, reporting	<ul style="list-style-type: none"> Some communities, including Indigenous peoples and newcomer groups, don't feel safe with police. There is a need for alternative responses, trauma-informed training and clearer reporting systems. People want to know who to call and when (e.g., 911 vs. 211). Better public education will support understanding.
Data, evaluation, accountability	<ul style="list-style-type: none"> People want to know how safety is being measured, tracked and improved. There is concern about data accuracy, and the need for community input in evaluation activities. Transparency and feedback loops are needed so people know their concerns are being heard.
Culture, creativity, spirituality	<ul style="list-style-type: none"> Arts, culture and spiritual wellbeing are important for safety and wellbeing. Cultural identity and representation in public spaces matter for belonging.
Active transportation	<ul style="list-style-type: none"> Physical infrastructure promoting active transportation, such as walking and biking, promotes health and wellbeing for Calgarians. Active transportation, such as non-vehicle transportation, supports Calgarians getting out into their communities, which creates more people on the street and more active and healthy communities.
Traffic safety	<ul style="list-style-type: none"> Feedback indicated concern for speeding and a strong desire for traffic calming measures within communities.

POPULATION SUMMARY

- Calgary's population is estimated at **1,509,811** in 2024 (City of Calgary's Corporate Economics Forecast).
- Average age in Calgary was **37.7 years** in 2024 (City of Calgary's Corporate Economics Forecast).
- Calgary's population aged 19 and under is estimated at **348,693** (City of Calgary's Corporate Economics Forecast).
- About **3%** of Calgary's population identified as Indigenous (Statistics Canada 2021 Census).
- 41%** of Calgarians identified as racialized (Statistics Canada 2021 Census).
- Over **33%** of Calgarians identified as immigrants (Statistics Canada 2021 Census).
- Over **165** languages are spoken by Calgarians (Statistics Canada 2021 Census).
- The top **10 non-official languages** spoken at home are Punjabi, Tagalog, Mandarin, Cantonese, Spanish, Arabic, Urdu, Vietnamese, Korean, and Russian (Statistics Canada 2021 Census).
- Average household size in Calgary was **2.6** persons in 2021 (Statistics Canada 2021 Census).
- Calgary had a **7.6%** unemployment rate in 2024 (Spring 2025 Calgary and Region Economic Outlook, Corporate Economics).
- 15.9%** of Calgarians were in low income in 2023 (T1 Family File Census family low-income measure, after tax).
- 61%** of Calgarians had post-secondary education (Statistics Canada 2021 Census).
- 42.9%** of people aged 25 to 64 in Calgary (City) had a bachelor's degree or higher (Statistics Canada 2021 Census).
- 74%** of Calgarians reported good quality of life (2025 Spring Survey of Calgarians).
- Life expectancy in Calgary was **83.2** years in 2022 (Government of Alberta regional dashboard).
- Calgary's tree canopy coverage is currently at **8.25%**. The City is working to grow and expand Calgary's tree canopy coverage to **16%** (The City of Calgary Parks & Open Spaces).
- Total rental market vacancy rate was **5%** in 2025, from **4.6%** in 2024 and **1.4%** in 2023 (The City of Calgary's Housing Research Dashboard from Canada Mortgage and Housing Corporation).
- From Q1 2025 to Q1 2026, average rents increased across most dwelling types, except for main floor/basement units, which saw a slight decrease:

Dwelling types	Average Monthly Rent Q1 2026 and % changes between Q1 2025 & Q1 2026*
Multi-residential (condos/apartments)	\$2,173 (+5.5%)
Townhouse/duplex	\$2,579 (+9.5%)
Detached	\$3,471 (+7.1%)
Others (main floor/basements)	\$1,555 (-1.0%)

*City of Calgary's Housing Research Dashboard from RentFaster.

Glossary

Accessibility is the absence of barriers that prevent individuals and/or groups from fully participating, contributing and benefiting from all social, economic, cultural, spiritual and political aspects of society.

Addiction is when a person uses a substance or engages in behaviour, for which the rewarding effects provide a compelling incentive to repeat the activity, despite detrimental consequences. Addiction can be a coping strategy for untreated trauma, pain, challenging thoughts or emotions, or other health symptoms.

Affordable housing is shelter for people who, because of financial or other circumstances, need some government support to cover their housing costs and/or access. It may take a number of forms on the housing spectrum, from non-market rental units to supported homeownership. To exclude discretionary overspending, The City of Calgary targets affordable housing to households earning 65% or less of the Calgary area median income.

Anti-racism is recognizing the existence of racism and taking active steps to name, challenge and eliminate it at all levels (individual and structural) and spheres of life.

Belonging is having comfort, connection and contribution. It is being accepted, valued, trusted and feeling psychologically safe to share unique perspectives and contribute to our common purpose, making life better for all.

Collectively owned means that the plan's vision, collaborative actions and outcomes are shared by interest holders. They would collaborate to share responsibility, benefit from the plan and create the conditions to meet community needs now and into the future.

Community is a group of people sharing common characteristics or interests. It can be either a geographically based group of persons, or a group with shared interests or common demographic composition irrespective of their physical location.

Community development is a deliberate, democratic, developmental activity undertaken by an existing social or geographic grouping of people to improve their collective economic, social, cultural or environmental situation.

Community safety is creating conditions that support the security of people to be and feel free from harm, danger and discrimination, and creating the conditions that reduce risk.

Crime is any act punishable under the Criminal Code, whether or not it has come to the attention of enforcement authorities.

Crime Prevention Through Environmental Design (CPTED) is the design and effective use of the built environment, which may lead to a reduction in the fear and incidence of crime and an improvement in quality of life.

Cultural identity refers to those shared beliefs and characteristics that distinguish a community or social group and which underpin a sense of belonging to that group. Ethno-cultural background is one important component, though not sole source, of identity. As cultures interact and intermix, cultural identities change and evolve.

Disaster is a sudden, rapidly changing event which typically overwhelms available resources (emergency services personnel) and causes great damage and/or loss of life.

Diversity refers to the variety of characteristics that make people different from one another. These include: social, economic, cultural, spiritual, physical characteristics, as well as ideas, perspectives and values.

Domestic violence is a behaviour in an intimate or familial relationship where actual or threatened use of force is present. It may include a single act of violence, or a number of acts forming a pattern of abuse (e.g., physical, emotional, psychological, sexual abuse).

Economic shocks and stressors are unexpected events that significantly impact an economy, either positively or negatively.

Emergency is a present or imminent event concerning one or more people or properties requiring prompt coordination of actions to protect the health, safety or welfare of people, or limit damage to property or the environment.

Emotional wellbeing is an ability to recognize, manage and express emotions in healthy ways, cope with stress, build healthy relationships and function in daily life in a way that feels stable and meaningful.

Equality refers to the practice of treating everyone the same. Equality promotes fairness and justice as long as everyone has the same starting place.

Equity refers to the practice of treating everyone with fairness by taking into account individual differences and social conditions. It requires recognition of respective needs and removing barriers (often systemic) for everyone to be successful. The result of equity is that all people have equal opportunity to benefit.

Equity-Deserving Groups are communities that experience significant collective barriers in participating in society. This could include attitudinal, historic, social and environmental barriers based on age, ethnicity, race, disability, economic status, gender identity, nationality, or sexual orientation.

Food security means all people, at all times, have physical, social and economic access to sufficient safe, healthy and nutritious food to meet their dietary needs and food preferences for an active and healthy life.

Gender-based violence refers to harmful acts directed at an individual based on their gender.

A **Hate crime** is a criminal offence committed against a person or property that is based upon the victim's race, religion, nationality, ethnic origin, sexual orientation, gender identity or disability.

A **Hate-motivated incident** involves the same characteristics as hate crimes but do not meet the threshold to be classified as criminal under Canada's Criminal Code. In other words, hate-motivated incidents are non-criminal actions or behaviours that are motivated by hate against an identifiable individual or group.

Hazard is any incident that may cause loss of life, injury, property damage, economic disruption or environmental damage.

Homelessness describes the situation of an individual or family without stable, permanent, appropriate housing, or the immediate prospect, means and ability of acquiring it. Homelessness encompasses a range of physical living situations, including: (1) absolutely homeless and living on the streets; (2) staying in overnight shelters; or (3) in accommodation that is temporary or lacks security of tenure.

Housing affordability is a measure that analyzes market costs/trends with the purchasing power of Calgarians across the housing continuum, as well as the ability for homeowners and renters to keep pace with the rising cost of housing (i.e., property taxes, rent increases, assessments and associated costs).

Incident refers to an event that requires an immediate and reactionary response, often with a sense of urgency. Incidents are often responded to by 9-1-1 emergency communications officers, police, firefighters, emergency medical services, child protection staff or mental health professionals.

Inclusion refers to a culture of belonging where everyone is able to do their best by being valued and respected for their differing individualities, opinions, thoughts and ideas.

Interest holder refers to individuals, groups or organizations that are interested, impacted or influenced by a project or organization's decisions and actions.

Intersectionality refers to a framework for understanding that every person has multiple and simultaneous identities (e.g. age, gender, ethnicity, race, disability) that shape personal and collective experiences. These identities contribute to differing experiences and differing degrees of privilege and oppression.

Intimate partner violence is behaviour within an intimate relationship where actual or threatened use of force is present. It may include a single act of violence or a number of acts forming a pattern of abuse (e.g., physical, emotional, psychological, sexual abuse).

Mental health is a state of wellbeing in which the individual realizes his or her own abilities, can cope with the normal stresses of life, can work productively and fruitfully, and is able to contribute to their community.

Physical health describes the condition of an individual's body. This includes whether there is an illness, injury or health condition. There are lots of different types of physical health conditions: some are acute which means they happen suddenly, and some are chronic which means they are long-lasting.

Positive factors are elements that contribute to wellbeing, growth, resilience and overall improvement in various aspects of life.

Poverty is the condition in which people are without the supports, means and choices needed to attain and maintain a basic standard of living.

Preparedness is a state of readiness to mitigate the impact of an emergency or disaster, especially during the first 72 hours.

Prevention is proactively creating the conditions and implementing actions to reduce risks before they result in harm or require an incident response.

Public safety is the protection from events that could endanger the safety and security of the public and the collective efforts to prevent all kinds of injury, damage or harm to people and property; responding to emergencies; maintaining order and security; and enabling communities to live without fear.

Recovery is what begins after an emergency or disaster has subsided. The immediate goal is to bring the affected area back to normalcy as quickly as possible.

Resilience is the capacity of individuals, communities, institutions, businesses and systems within a city to survive, adapt and grow – no matter what kinds of chronic stresses and acute shocks they experience.

Response options are a set of approaches that could be used to respond to an incident. These can vary by role, technology use and whether the response is in-person or virtual.

Risk resilient addresses safety today and the ability to withstand and recovery from risks in the future. Related to housing it can include buildings designed to withstand fire, floods or severe weather; conditions that prevent long-term health risks; and supports to address housing stability.

Safety ecosystem is an interconnected network of everyone and everything that works together to keep people safe – including services, community supports, environments, policies and shared responsibilities.

Social determinants of health are the conditions in which people are born, grow, live, work and age, including people's access to power, money and resources. This includes broad ranges of personal, social, economic and environmental factors that determine individual and population health.

Social disorder includes behaviour, or evidence of behaviour, that negatively influences the utility, enjoyment and perception of safety in public spaces. These actions may include municipal or provincial infractions, and may be acts perceived to be precursors to crime.

Social inclusion are actions to assist all individuals to participate in community and society, and to encourage the contribution of all persons to social and cultural life.

Sustainable livelihood is the capabilities, assets and activities required for a means of living. A livelihood is sustainable when it can cope with and recover from stresses and shocks, maintain or enhance its capabilities and assets, both now and in the future.

Truth and Reconciliation is a call to share and honour the history and authentic experiences of Indigenous communities and to establish mutually respectful relationships between Indigenous Nations and non-Indigenous people.

Vulnerability is the susceptibility to various risks or challenges. This can refer to economic, social, physical or emotional risks.

Wellbeing is the diverse conditions that impact someone's ability to meet their needs related to education, healthcare, food, housing, income, social supports and cultural expression. Wellbeing includes a variety of dimensions, namely economic, environmental, emotional, physical, spiritual, intellectual, cultural and social.





*A city where everyone feels safe,
connected, supported and that
they belong.*

