

Calgary



What We Heard

2027-2030 Business Plans and Budgets Engagement

June 15, 2026

Introduction

The City of Calgary is currently developing its 2027–2030 Business Plans and Budgets to guide how services and programs are funded and delivered for Calgarians. This report summarizes what was heard during public engagement (online and in person), which took place between March 18 to April 15, 2026.

How to interpret these findings

The findings should be interpreted with the following considerations:

- **One input among many**
Public engagement is one of several inputs used to inform decisions, alongside financial, operational and service data, survey research and Council Priorities, etc.
- **Reflects perspectives of participants**
The findings reflect the views of those who participated in the engagement and are not statistically representative of Calgary's population. Participation was voluntary and the engagement findings may not reflect the full diversity of Calgarian's perspectives.
- **Thematic analysis approach**
Open-ended responses were analyzed using a thematic coding approach to identify recurring ideas, patterns and perspectives based on frequency of mentions.

Highlights

Key insights

- Participants emphasized a “back to basics” approach, prioritizing reliable delivery of core municipal services that support daily life and safety.
- Water Utilities, Roads & Pathways, Police, Transit and Fire were consistently identified as the highest priorities.
- Community & Culture, Recreation and Bylaw were generally seen as lower priorities during budget constraints.
- Participants expect The City to balance service reliability with long-term financial sustainability and responsible investment.
- Perceived service value is driven by reliability, quality, and the extent to which the service contributes to the safety and wellbeing of Calgarians.

Service area priorities

Priority level	Service areas	What we heard
High priorities	• Water Utilities • Roads & Pathways • Police • Fire • Transit • Housing	Consistently described as essential, non-negotiable services that support daily life, safety and city functioning
Low priorities	• Community & Culture • Recreation • Bylaw	Viewed as “nice-to-have” or less essential during budget constraints

Points of tension

Tension	What we heard
Core services vs. quality of life services	Preference to prioritize essential infrastructure and safety over recreation and cultural amenities
Policing vs. social investment	Split views between funding police services and investing in housing/social supports as preventative solutions
Immediate needs vs. long-term investment	Desire to maintain reliable services today while investing for future sustainability
Affordability vs. service quality	Need to address cost of living pressures while maintaining service levels
Municipal responsibility vs. other levels of government/non-government options	Differing views on whether housing, climate and social services fall within The City’s role
Growth vs. infrastructure capacity	Concerns about population growth outpacing infrastructure and service capacity

Service value factors (what matters most)

Participants generally determine value for tax dollars based on:

- Reliability and consistency of service delivery
- Quality and performance of services
- Contribution to safety and wellbeing

Executive summary

What we heard: key themes

Engagement was designed to understand what matters most to participants, how they define value for tax dollars and how they think about service priorities and trade-offs when budgets are limited. The key themes from participant feedback are summarized as follows:

- **Guiding principles for the City of Calgary during budget limitations:** When budgets are limited, most participants prioritized (1) maintaining a reliable and consistent level of service, (2) protecting The City's financial sustainability and managing debt responsibly and (3) making long-term investments that benefit future generations. The least chosen principle to guide decision making was providing immediate, visible benefits to residents today.
- **Highest priority service areas during budget trade-offs:** Across feedback, participants consistently prioritized the reliable delivery of core municipal services that support daily life, safety and city functioning. Water Utilities, Roads & Pathways, Police, Transit, Fire and Housing were identified as the top priorities. Participants described these service areas as essential, and non-negotiable services that should be protected. In their rationale, many emphasized the importance of ensuring people feel safe in their communities and in public spaces, maintaining infrastructure proactively so that it is reliable for residents and addressing affordability pressures. Participants also note that it is important to support a growing population and to invest in the long-term sustainability and resiliency of the city.
- **Lowest priority service areas during budget trade-offs:** Community & Culture, Recreation and Bylaw were services that many participants identified as lower priorities. They described these service areas as important to quality of life but less essential than core infrastructure and safety related services. Participants generally viewed these lower priority services as areas that could be reduced, delayed or delivered through non-municipal options. There were mixed views on the role and priority of housing at the municipal level, support for community and social supports, climate-related initiatives, recreation and the balance between policing and preventative social investment. Participants also urged The City to improve efficiency within departments and to increase oversight and transparency on how funds are being used.
- **Factors determining whether City services provide good value for tax dollars:** Participants defined value primarily through reliable, consistent and high-quality

service delivery, particularly for essential services that impact daily life and safety. Additional factors shaping value included proactive infrastructure maintenance, responsiveness, cost-effectiveness, affordability of services, equity and access and the transparent and accountable use of public funds.

Conclusion

Overall, participants prioritized the reliable delivery of core municipal services such as water, roads, transit and police, while viewing non-essential services as lower priorities. They emphasized affordability, quality of life and the importance of decisions that support long-term sustainability. While there was general alignment on these priorities, perspectives varied on the role of services such as housing, recreation, community and cultural programs and climate initiatives. Participants also linked value to reliable, well-maintained services and called for greater efficiency, transparency and accountability in the use of public funds.

Next steps

This report will be considered alongside other inputs as Administration develops the 2027–2030 Business Plans and Budgets for Council's consideration in November 2026.

Table of contents

1.0 Project overview	8
2.0 Engagement and communications overview	8
2.1 Audience	8
2.2 Engagement objectives	9
2.3 Engagement tactics	9
2.4 Timeline	11
2.5 Communications and advertising.....	11
3.0 What we heard.....	13
3.1 What we asked	13
3.2 Higher priority services	14
Q1: When The City's budgets are limited, which of the following principles should guide The City of Calgary's decisions the most? Select up to 3.	14
Q2: Thinking about the City services that matter most to you, which of the following service areas should be the highest priorities for The City in the next budget cycle? Select up to 5.....	15
Q3. From the selections you made at the last question, which service areas are the most important for The City to focus on maintaining if difficult budget trade-off decisions must be made? Select up to 3.	16
Q4. Why did you select those service areas as the most important for The City to focus on if difficult budget trade-off decisions must be made?	17
3.3 Lower priority services	23
Q5. Now we'd like you to think about the service areas you think should be the lowest priorities. Which of the service areas do you think should be the lowest priorities if difficult budget trade-off decisions must be made? Select up to 3.....	23
Q6. Why did you select those service areas as the least important for The City to focus on if difficult budget decisions must be made?	24
3.4 Value of City services	27
Q7. When you think about City services and impacts to your daily life, what factors do you consider when deciding whether City services provide good value for your tax dollars?	27
Q8. Based on the factors you shared above, which statement best reflects your view of the overall value you receive from City services?	31

3.5 Anything else.....	32
Q9. What else is important for The City to consider when developing the 2027–2030 Business Plans and Budgets, and why?	32
3.6 Feedback from pop-ups	34
4.0 Conclusion and next steps.....	36
Appendix A: pop-up event details	37
Appendix B: survey questions.....	38
Appendix C: online participant demographic results	44
Appendix D: verbatim comments	57

1.0 Project overview

Every four years, The City of Calgary develops Business Plans and Budgets to guide how services and programs are funded and delivered for Calgarians.

The City is currently developing the **2027–2030 Business Plans and Budgets**. To ensure this plan is informed by people who live, work and play in Calgary, we conducted engagement with members of the public in the spring of 2026. Engagement efforts were designed to gather input on what matters most to Calgarians, how they experience City services and how they think about priorities and trade-offs in the context of limited resources. Feedback from public engagement will help Administration and Council better understand the values, priorities and perspectives of participants as plans and budgets are developed.

Public engagement is one of several inputs used to inform budget decisions alongside other sources of information including Council's Priorities, financial analysis, research, departmental planning, service data and information from the annual spring and fall *Survey of Calgarians*.

2.0 Engagement and communications overview

At The City of Calgary, decisions are made that impact more than one million people. Input from Calgarians and other interested and impacted parties help The City better understand the perspectives, opinions and concerns of people affected by City decisions. Public input is collected, where appropriate and considered along with other factors (such as legislation, budget, technical limitations and long-term planning) before decisions are made.

Due to its open and accessible nature, engagement is virtually never positioned as the sole source of input into whether The City should do something but helps to ensure City decision-makers have access to a range of ideas and feedback. Meaningful and proper engagement strengthens the relevance and impact of The City's work while also building trust and accountability through transparent, informed decision making.

2.1 Audience

Given that The City's budget affects all residents, engagement prioritized broad and inclusive participation to understand the values and expectations of participants across a wide range of backgrounds, experiences and who have varying levels of interaction with City services.

Recognizing that budget decisions influence every household, engagement was open to all Calgarians, including those who regularly interact with City services and those who may not typically take part in municipal engagement. To support equity and ensure a diversity of perspectives, opportunities for participation were designed to hear from members of the public but also from groups that are often underrepresented or may experience the impacts of budget decisions differently. This approach helped ensure a wide range of voices and perspectives informed the development of the 2027–2030 Business Plans and Budgets

2.2 Engagement objectives

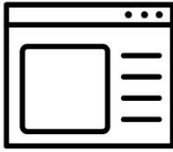
The following engagement objectives defined the purpose of the engagement and guided the type of input needed from participants to inform budget planning and decision-making.

- Provide information and education on the budgeting process including but not limited to constraints, Council's role, trade-offs etc. in a digestible format.
- Understand how participants define and assess “good value” for their tax dollars.
- Understand the project outcomes or benefits (e.g., improved well-being, stronger communities, economic resilience) participants value most and why.
- Understand how participants experience City services, including their expectations for quality, timeliness, accessibility and responsiveness.
- Understand how participants think about trade-offs in the context of limited resources.

2.3 Engagement tactics

The engagement period was open from **March 18 to April 15, 2026**. To support inclusive participation, a mix of online and in-person tactics was used, including a project webpage, an online survey, and ward-based pop-ups. Pop-ups allowed those without digital access or who prefer in-person interaction to share feedback and helped reach people who may not have been aware of the engagement. Events were held at high-traffic locations and times based on team experience and venue input.

Below is a summary of the metrics related to each of the engagement tactics that were used for this project. For a detailed list of pop-ups held see Appendix A.



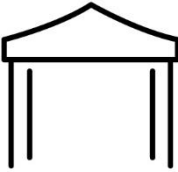
Online webpage

- The Engage portal webpage <https://engage.calgary.ca/budgetinput> acted as the primary source of project information for participants and the public.
- Results: 12,357 page views | 11,232 page visits | 4,989 visitors.



Online survey

- An online survey which was open from March 18th to April 15th of 2026.
- Results: 2,630 surveys submitted.



Pop-ups

- 14 Pop-ups were held in each city ward in Calgary at varying dates and times, with approximately 741 people interacted with across all events. See **Appendix A: pop-up event details** for more information.

Accessibility considerations

Where possible the project team implemented accessibility measures to reduce barriers to public participation, including:

- choosing accessible venues for pop-ups with consideration for differing abilities and all disability related barriers
- hosting events on different days of the week and at different times to allow people with varying schedules to attend pop-ups
- using plain and simplified language when developing public facing materials and sharing information on the Engage webpage
- enabling the translation tool on the Engage webpage which translates the information on the page into up to 15 different languages including French (Canadian), Chinese, Spanish and Tagalog
- having interpreters at pop-ups where appropriate to reduce language and communication barriers so participants could accurately understand information and share their feedback

- having the accessibility widget on the portal page to adjust how page information is displayed to accommodate several accessibility features and profiles including colour blindness, low vision, dyslexia, ADHD, motor conditions etc.

2.4 Timeline

A timeline of the engagement process and project milestones are available below.

Timeline	Project milestone
March 18 – April 15, 2026	Outreach and public engagement Gather feedback from the public and interested and impacted parties on their values, priorities and perspectives to help inform and guide budget planning.
June – July 2026	Report back What We Heard Report from the engagement published.
November 2026	Council budget deliberations and approval A proposed budget is brought to Council for discussion, debate and approval. Council listens to feedback from Calgarians to guide their decision making.

2.5 Communications and advertising

Our communications approach focused on raising awareness of the engagement opportunity and encouraging Calgarians to share their feedback by completing the online survey or attending in-person pop-up events in their community.

To support this, we ran a comprehensive communications and advertising campaign from March 18 to April 15, to reach Calgarians across multiple channels. Advertising drove 2,676,978 impressions and reached an estimated 622,000 people. Social media contributed an additional 739,480 impressions, bringing the total to approximately 3.4 million impressions across digital channels. Below is a summary of the metrics related to each of the communication and advertising tactics that were used for this project.

Note: Metrics are unavailable for radio and road signs.



Website banners

- Banners in English received 367,248 impressions
- Banners were also available in simplified Chinese, traditional Chinese, Arabic, Punjabi and Spanish and received 348,752 impressions

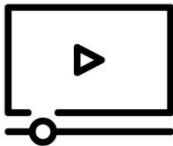


Social media

- Social media platforms drove 739,480 impressions and 4,167 link clicks. Ads were placed on Facebook, Instagram, Reddit and LinkedIn, while organic (unpaid) posts were placed on Nextdoor, Bluesky and Threads.

YouTube

- Received 1,367,318 impressions

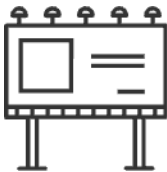


Spotify

- Received 593,660 impressions

Radio (multicultural)

- 64 spots on RED FM (Punjabi/Hindi) and Fairchild (Mandarin/Cantonese)



Road Signs

- 14 signs along high-traffic routes in all 14 wards across the city

3.0 What we heard

This section highlights what we heard from participants during engagement for the 2027-2030 Business Plans and Budgets. It summarizes the key themes and insights shared across all feedback to reflect the perspectives and priorities of the people who participated in the engagement.

Note: *The feedback summarized in this report is not statistically representative of all Calgarians. As such, people who shared input are referred to as participants. The insights presented should be considered as one input among many and reviewed alongside other data sources and analysis when informing decisions that affect the city.*

3.1 What we asked

Participants could provide feedback through either the online survey or in-person at pop-up events during the engagement period. The survey included questions to understand how participants define value for tax dollars, including what factors they consider, and a rating of overall value received from City services. Participants were also given the opportunity to share any additional input for consideration and to complete optional demographic questions to understand who participated.

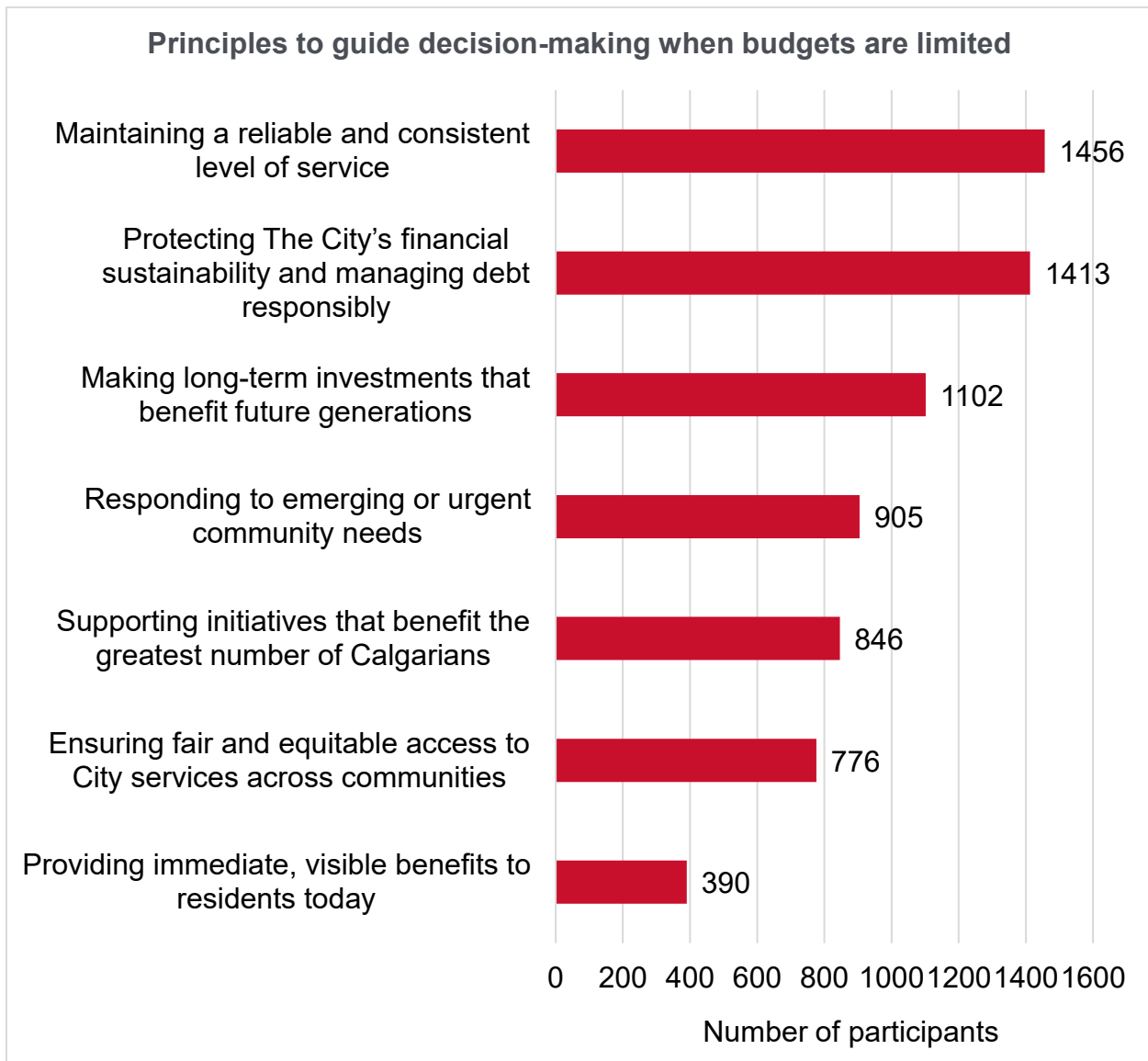
At the pop-up engagement, participants were asked only the value-focused questions, rather than the full set of priority and tradeoff selections included in the online survey, to provide complementary feedback to the more detailed input gathered online.

For more detail on the questions asked in the online survey, please see **Appendix B: survey questions**. For a breakdown of the demographic makeup of the participants who took the survey, please see **Appendix C: online participant demographic results**. For insights shared specifically at the pop-ups, please see **3.6 Feedback from pop-ups**.

3.2 Higher priority services

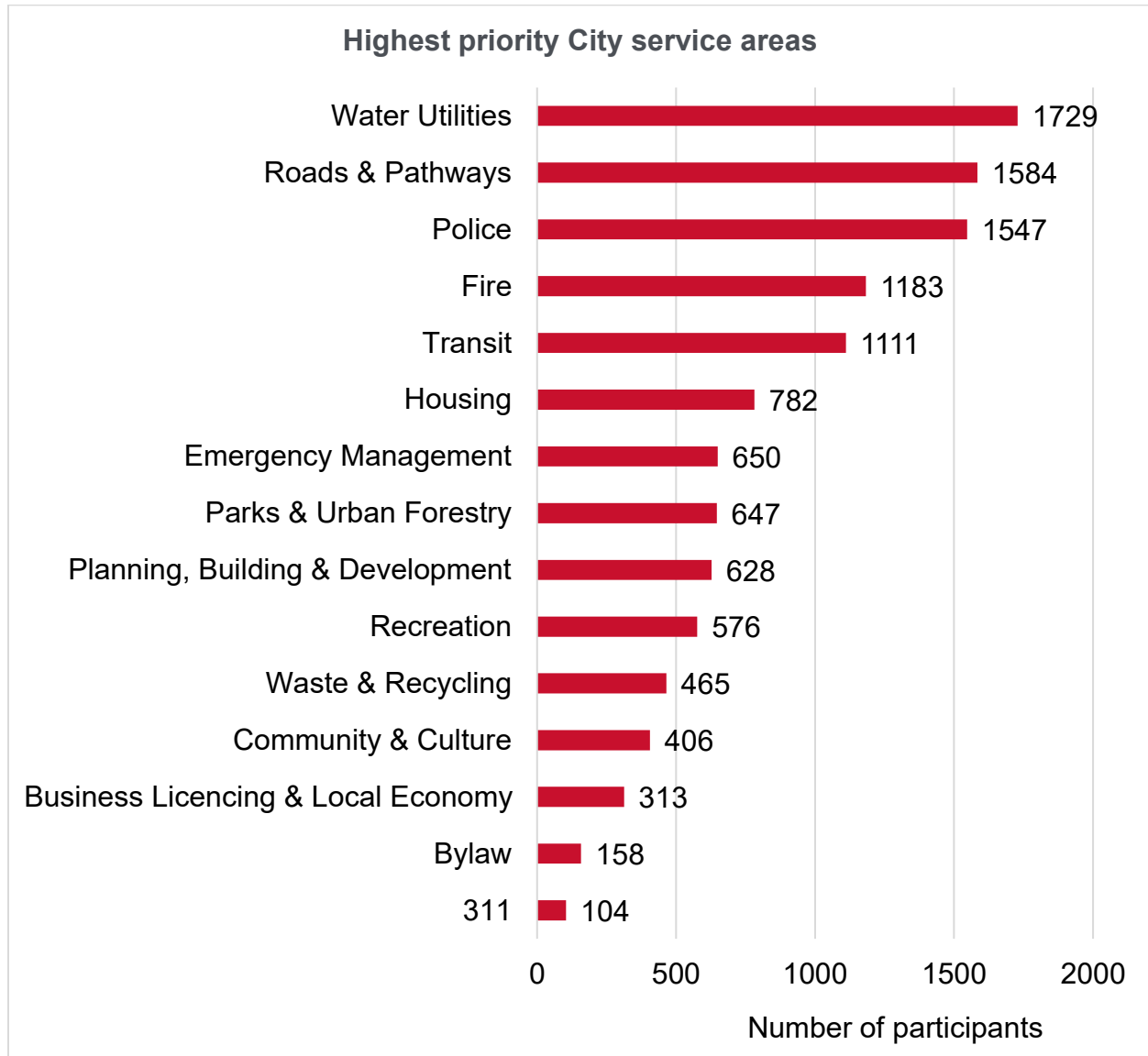
Q1: When The City's budgets are limited, which of the following principles should guide The City of Calgary's decisions the most? Select up to 3.

Figure 1: Among the 2,591 participants, the most frequently selected principles were maintaining a reliable and consistent level of service, protecting the City's long-term financial sustainability and managing debt responsibly while making long-term investments that benefit future generations. The least selected principle was providing immediate, visible benefits to residents today. (Answered: 2591 | Skipped: 39)



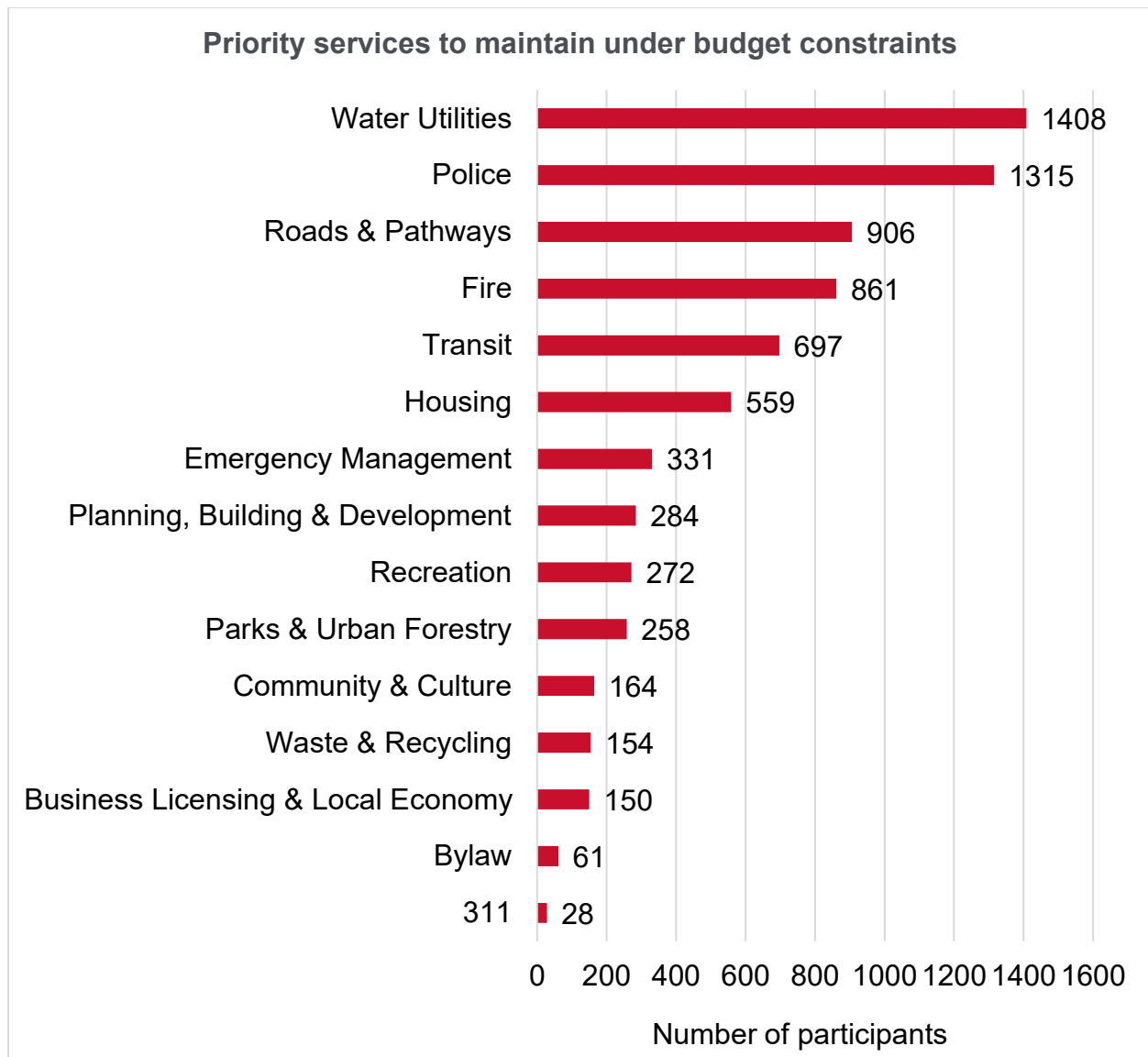
Q2: Thinking about the City services that matter most to you, which of the following service areas should be the highest priorities for The City in the next budget cycle? Select up to 5.

Figure 2: Among the 2,623 participants, Water Utilities was the most selected service, followed by Roads & Pathways and Police. The least chosen high priority service areas were 311 and Bylaw. (Answered: 2623 | Skipped: 7)



Q3. From the selections you made at the last question, which service areas are the most important for The City to focus on maintaining if difficult budget trade-off decisions must be made? Select up to 3.

Figure 3: From the 2,617 participants, Water Utilities were again the most selected service, followed by Police, and then Roads and Pathways. The least chosen services to maintain were 311 and Bylaw. (Answered: 2617 | Skipped: 13)



Q4. Why did you select those service areas as the most important for The City to focus on if difficult budget trade-off decisions must be made?

When asked to provide more clarity on why respondents selected these service areas as the most important during budget constraints, participants' reasons fell under the following categories.

These are the core and basic services – the essentials

Participants overwhelmingly described the services they identified as the highest priority as being fundamental to a functioning city and the most important for everyday life. Water utilities, police, roads, transportation and housing especially are seen as critical for the operation, safety and survival of a city. Participants repeatedly referred to these services as “essential,” “must-haves,” “basic” and “non-negotiable” and had a strong “back to basics” perspective. They view these services as the core responsibility of the municipal government — of The City of Calgary — and want to see these services prioritized when difficult financial decisions need to be made, rather than spending on luxuries or services that are considered “nice-to-have.”

Participants note that when these services are not delivered properly there are immediate and widespread impacts across Calgary, pointing to examples such as the recent water main failures and poor road conditions. Participants also commented that when these services are not delivered, other services cannot function effectively either.

Safety and security are key

Safety emerged as a key priority for participants and a lens through which all other services were viewed. Participants repeatedly shared the need to have a safe city emphasizing that people cannot fully participate in life if they don't feel safe. Comments about safety were often accompanied by concerns about crime and social disorder. Many participants perceive there to be more dangerous or criminal activity (such as drug use, violence etc.) taking place across the city and share that they feel unsafe in public spaces, particularly in downtown Calgary and at transit stations.

Many participants shared that police are crucial to make the city safer, given that they respond to crime and emergencies and help enforce law. Participants, however, had mixed views on how safety concerns should be addressed with some participants arguing that reducing crime and social disorder depends just as much on housing stability, transit access and social supports rather than police enforcement and presence. Overall, however, there was strong agreement that safety should not be compromised during budget trade-offs.

Fire and emergency response is important

Fire and emergency response services were also cited as important for saving lives, with participants noting that they respond to accidents and incidents beyond fires. As

the city grows, some raised concerns about adequate staffing, capacity and response times. Some participants expressed concern about increasing extreme weather and climate related events including fires, storms, drought and flooding, and their impact on infrastructure and services. These participants believe that proactive planning and investment is needed to strengthen resilience and reduce long-term risk for the city. These participants emphasized the importance of having a well-resourced emergency management system that is prepared to respond effectively to both everyday incidents and large-scale events. Perspectives on this topic varied, however, with other participants saying services such as water systems and roads should be prioritized over climate change initiatives.

Roads and pathways need improvements

Many participants noted that the condition of roads in Calgary is poor and needs ongoing maintenance and repair. They frequently cited potholes, poor snow and ice clearance, traffic congestion and pedestrian safety concerns as indicators that road infrastructure has been neglected and fallen behind. Participants further emphasized that roads and pathways are a key service for city functioning and for daily life. Roads and pathways are necessary for commuting and accessing services around the city, as well as enabling other services such as fire, police and emergency response to work effectively. Several comments noted that delaying road maintenance increases costs long-term and view improvements to roads as a practical necessity for the city's future.

A subset of participants asserted that roads and pathways should be treated as separate entities and had mixed views on the importance of roads versus pathways. These comments either requested that the focus be on building pathway connections, or that roads be maintained over pathways. A subset of participants also shared mixed views over cycling infrastructure with some recognizing bike lanes as a valuable part of city infrastructure, saying more are needed, while others view it as a lower priority compared to other mobility infrastructure. Overall, participants want more connectivity and safety for people travelling around the city through vehicle and non-vehicle modes.

Water infrastructure and clean water are critical

Access to clean, secure and reliable water was one of the most frequently shared priorities for participants. Many participants referred to the recent water main failures and the resulting disruptions to Calgarians when explaining why this was a priority. Participants shared concerns that water service infrastructure is aging and that maintenance has not been kept up to date in past years. They described water infrastructure as fundamental to various aspects of life including health and fire response and reinforced the importance of protecting and investing in resilient and sustainable water system. Access to water is critical to participants and they want to see it be a top priority for The City.

People rely on Transit to move around Calgary

To many participants, Transit plays an important role in enabling citywide mobility and for facilitating access to work opportunities, groceries, school, healthcare, city services and community events. Participants shared a desire to see Calgary Transit's network improve and expand, including through additional routes, expanded transit lines and more frequent bus service. Participants shared a desire for Transit to be accessible to all in Calgary, especially as the city grows outward due to urban sprawl and as an alternative for those who cannot afford to or have no access to a car for transportation.

They shared that an expanded transit system would help reduce traffic congestions, improve affordability by providing a cheaper alternative to cars for traveling around the city and support a growing population in the long term. In general, many participants placed strong emphasis on the ability to move around the city in different ways that are easy, reliable and sustainable including public transportation, well maintained roads and connected pathways.

Infrastructure in general needs maintenance

Beyond individual service areas, participants frequently expressed concern about the overall state of Calgary's infrastructure. Aging systems, deferred maintenance and visible deterioration were cited as evidence that long-term upkeep has not kept pace with growth. Participants emphasized the importance of maintaining existing infrastructure, noting that it is more cost-effective and less disruptive in the long term than relying on emergency repairs.

Housing (and affordable housing) is needed

Housing, especially affordable housing, was repeatedly described as a critical need in Calgary. Participants believe that access to affordable housing influences individual participation in various aspects of life, including community and economic participation. They view housing as a fundamental right that is important to the wellbeing, quality of life, safety, stability and dignity of residents. Some participants linked housing insecurity to increased pressure on emergency services, policing, healthcare, social services and public transit.

Multiple participants believe there is a housing crisis and say they have concerns about rent increases, lack of housing supply and homelessness. Current housing options are also not accessible to lower-income residents and housing in general was closely tied to broader affordability challenges across the city. Participants also suggested The City be more considerate about how housing is planned and delivered, with many recommending The City limit urban sprawl (expanding outward to City limits) and focus instead on densification and better zoning. Participants note that densification can support better access to existing infrastructure and services, such as transit, roads, schools and community amenities rather than making infrastructure investments that

require expanding outward, emphasizing the importance of sustainable planning and development.

Calgarians are struggling with cost of living

Participants shared that many Calgarians are currently facing economic hardship and affordability pressures. Rising living costs were frequently cited as a reason to protect services that reduce household expenses. Affordable public transportation, housing and reliable utilities were seen as critical supports during financial hardship.

These services impact my health and wellbeing

A common reason that many participants provided for evaluating whether a service was high priority was its impact on individual health outcomes and on physical or mental wellbeing. Having a safe city, access to clean water, stable housing, functioning infrastructure and reliable transportation, for example, were all described as necessary for the reduced stress, happiness and overall quality of life for those in Calgary. Some participants also specifically mentioned recreation opportunities, including sports for youth, community programs and access to parks and nature as important for mental and physical wellbeing. Beyond the individual, services positively impacting the health and well-being of families and communities were also factors.

Recreation is important for quality of life

Participants value recreation and describe it as important for physical and mental wellbeing and for building more connected and vibrant communities. Many participants highlighted challenges with participating in recreation opportunities including lack of programs, limited program space and high costs to participate. The need for more recreation spaces and facilities, especially soccer facilities, was frequently raised along with a general need for more recreation opportunities.

This makes the city more livable and attractive

Participants want Calgary to be a vibrant place to live, work, play and invest in. They believe priority service areas will help keep residents, attract newcomers and build social and community connection. In addition to services such as public transit, infrastructure and housing, participants frequently highlighted the appeal of parks, green spaces, trees, recreation facilities, accessible outdoor spaces and community amenities in contributing to an attractive city. Participants value these features for everyday enjoyment and note these features contribute to a sense of pride in the city.

These services benefit or serve all Calgarians

Many participants justified their selections by noting that these services benefit all or the majority of Calgarians and impact collective well-being rather than any particular group. Clean water, well maintained roads and infrastructure and police and fire response services were all common examples of services that are used by or affect everyone in

daily life. Other services, such as transit and housing, were also seen as benefiting all or most residents because they affect other service areas and provide citywide benefits such as reducing traffic congestion, creating safer communities and more vibrant and stable neighbourhoods, even for those who do not necessarily depend on them.

These services help the most vulnerable Calgarians and support equity

Equity was an important consideration for many participants when evaluating service priority. Specifically, participants said services that support the most vulnerable Calgarians or those most in need of help were important. Individuals with low incomes, seniors, people with disabilities and people who experience homelessness were all frequently mentioned when discussing equity. Participants had concerns that vulnerable groups are already disproportionately negatively impacted and reduced funding to services that they may benefit from may exacerbate those impacts. Protecting the chosen services was seen as a way to prevent further inequality, prioritizing the underprivileged during times of constraint.

We need to support a growing population

Calgary's rapid population growth was frequently referenced as a key reason for prioritizing various services — everything from Roads and Pathways to Planning and Development to Recreation. Participants expressed concern that general infrastructure including recreation facilities, housing, safety services and transit have not kept pace with growth, leading to system strain and service gaps. They highlighted that failing to invest in these services will compound challenges in the future, making it harder and more expensive to meet the needs of Calgary's residents as the city continues to grow and evolve.

We need to support local business and economy

Participants placed high priority on services they believed would help promote economic activity and resiliency. Specifically, participants have a desire to see local businesses thrive in the city and link the success of businesses to the city's long-term viability. Participants say The City needs to support local businesses more by making it easier to establish and operate a business in Calgary via improvements to licensing and regulation, as well as by reducing fees and taxes to alleviate financial pressures.

Participants also highlighted the need to increase tourism and attract people and other businesses to Calgary. This will help build a bigger tax base and stimulate the local economy, which can also help fund other areas of service. A business-friendly environment promotes access to stable employment opportunities for Calgarians, including youth and supports a robust workforce – which were perceived as elements of a strong economy. Core services, such as public transit were also seen as important in facilitating economic health, by allowing people to move around the city to work and support local businesses.

These service areas are underfunded or lagging

Many participants said they chose service areas they perceived to have been underfunded or neglected in previous years as high priority. Emergency response services such as Fire and Police were often mentioned within this category, noting that emergency response teams are responding to an increasing frequency and complexity of emergencies and social disorder concerns. Participants believe many of these areas are understaffed and stretched thin for resources and want to see them adequately supported. Some participants also point to deteriorating road and pathway conditions and service disruptions as indicators of long-term underinvestment and an inability to meet demand.

Calgary needs to be more resilient and sustainable long-term

Many participants viewed the priority of services through the lens of long-term resilience and sustainability for Calgary. Maintaining infrastructure, ensuring water security, supporting growth through responsible planning development of spaces and preparing for emergencies were viewed as investments that reduce future risk and long-term costs. Respondents expressed a strong desire for proactive planning rather than reactive spending, arguing that protecting core services today is essential to Calgary's long-term stability. Participants shared that The City needs to forward looking and balance current needs with future growth.

The City needs to be more efficient and have more oversight

Participants commonly linked concerns about oversight and leadership with broader frustrations about waste and inefficient use of tax dollars. Many felt that mismanagement, delays and poor coordination have led to avoidable costs and service issues, especially for core infrastructure initiatives. In response, participants called for the City to reduce red tape, reduce waste, improve efficiency and focus on essential services, noting that rising taxes and fees are difficult to justify without clearer accountability and more disciplined, effective use of public funds.

**Participant quote**

"I chose Housing, Water Utilities, and Transit because they are essential to everyday life and Calgary's long-term stability. Affordable housing is increasingly important as the city grows and costs rise. Reliable water services are critical for public health and safety. Transit helps people get around, reduces congestion, and supports those who rely on it most. Protecting these services helps keep Calgary livable and moving forward."

3.3 Lower priority services

Q5. Now we'd like you to think about the service areas you think should be the lowest priorities. Which of the service areas do you think should be the lowest priorities if difficult budget trade-off decisions must be made? Select up to 3.

Figure 4: Among the 2,553 participants that answered this question, Community and Culture were the most selected choice to be lowest priority, followed by Recreation and then Bylaw. The least chosen option was Water Utilities. (Answered: 2553 | Skipped: 77)



Q6. Why did you select those service areas as the least important for The City to focus on if difficult budget decisions must be made?

When asked to provide more clarity on why participants selected these service areas as the lowest priority during budget constraints, participants noted the following reasons.

These services are nice-to-haves not need-to-haves

Participants frequently described services such as Recreation, Community and Culture, Parks & Urban Forestry and other administrative services as “nice-to-haves” or “luxuries” that enhance quality of life, but that are not essential for daily functioning. These services were often noted as important for enjoyment, community connection and livability, but not critical in the same way as core infrastructure or emergency response services are. Many participants suggested these areas could be scaled back, paused, or maintained at reduced levels during financial constraints without significantly impacting daily life.

These services are not a priority now compared to others

Many participants emphasized that core services, such as Water Utilities, Police, Roads and Pathways etc., are more important when budgets are constrained. Other services, such as Community and Culture, Bylaws and 311, while still valued, were described as less urgent in the short term and more appropriate for reduced or delayed investment. Comments reflected a clear preference for services that support safety, health and daily operations to be protected first, with other services considered only after more urgent needs are addressed.

Non-municipal options that can provide this service

Participants suggested that certain services could be delivered outside the City’s direct responsibility, including through private providers, user-pay models, or community-led initiatives. Most participants within this theme stated that community and cultural services can be provided by non-profit organizations or organized by individuals within their own neighbourhoods and communities rather than The City.

Similarly, participants recommended funding and delivery for waste and recycling, recreation and parks to be done through partnerships and user pay models. Participants also felt that housing and climate change initiatives are outside The City’s core mandate as a municipality and should instead be led by provincial or federal governments, or the private sector. Participants reiterated a desire for The City to focus on the delivery of core and essential services which they believe is the municipality’s primary responsibility.

More efficiencies and cost reductions can be made

A recurring theme was the expectation that the City should improve efficiency before, or rather than, reducing service levels. Participants requested The City streamline

processes, red tape, employ digital tools (for example artificial intelligence) and focus on lowering administrative costs. Some participants pointed to specific areas like 311, Planning and Development, Bylaw and Business Licensing & Local Economy as key opportunities for simplification or modernization, while others suggested that all service areas should focus on finding efficiencies.

This service is already being maintained well

A subset of participants felt that some services are already performing effectively and do not require additional funding. Participants specifically referenced 311, Business Licensing & Local Economy, Bylaw, Parks and Urban Forestry and Waste and Recycling, saying these are currently working well and adequately maintained. They recommend these services be maintained at current levels rather than expand them. This reflects a desire to avoid unnecessary increases in spending where services are already meeting expectations.

This service is already well-funded or overprioritized

Some participants expressed the view that certain services, particularly Police, Fire, Transit and Planning and Development, have historically received more priority and are already well funded or overfunded. Comments suggest that more investment in these areas will have limited benefit and that funding should be allocated to other areas that need more attention now.

This service has been mismanaged or is currently mismanaged.

Some participants perceive certain services or projects to have been managed in previous years, with participants often referring to high profile and large projects such as the public art initiatives (e.g. the Blue Ring) or the Green Line LRT. Participants specifically noted poor decision-making, money being wasted (or providing little value for dollars), project delays and services not meeting expectations as factors contributing to mismanagement. As a result, some believe that further investment should not be made in these areas. Participants believe there is a lack of accountability for these initiatives and that there needs to be more transparency for how funds are used.

We need to invest in social services as a solution

A distinct theme that emerged among several participants was the rebalancing of investments toward social services rather than police services. Specifically, participants felt strongly that investing in housing and social services (i.e. mental health and community programs) can address root causes of social disorder and crime more effectively than police presence and enforcement. Some comments noted that using police to address concerns is often punitive and excessive. Others described police services as necessary but more reactive in nature, suggesting that investing in social services and community-based solutions can provide a more preventative, long-term approach for addressing social disorder concerns.

Don't know about or rely on these services

Some participants indicated that they do not use or are unfamiliar with certain services and therefore chose them as a lower priority. Participants don't find these services to be useful or necessary to themselves or other residents. Bylaw, 311 and Parks were services that were often mentioned within this theme. In these cases, the perceived importance of a service was based on personal experience or awareness.

There is a need to densify and limit urban sprawl

Within housing-related comments, some participants expressed the view that urban sprawl (expanding the city outwards) is unsustainable and should be limited and the focus should be on making better use of existing land and infrastructure. This includes adding more housing within established areas and densifying. There were mixed views, however, since other participants indicated that there is already a sufficient supply of housing and that there has been too much planning and development in recent years without having addressed the affordability issue of housing.

All services are important to some degree

Many participants acknowledged that all or most City services are valuable and found prioritizing service areas difficult to do. Comments in this theme balanced competing needs while recognizing that all services have some importance and need investment.



“Community associations and residents can take on adding community events and cultural aspects to their communities without city budget. 311 and bylaw don't need to be expanded upon. Their function is served well enough as it is.”

Participant quote

3.4 Value of City services

Q7. When you think about City services and impacts to your daily life, what factors do you consider when deciding whether City services provide good value for your tax dollars?

Participants' rationale for assessing the value of City services fell into the following categories.

Reliability and consistency

Participants consistently identified reliability and consistency as the most important factors in determining value. Services that impact daily life, ranging from water to roads to waste collection, transit and emergency response were expected to operate dependably and without disruption. Participants also often linked the reliability and consistency of services to how predictably they are delivered and the frequency of availability. Value was described as highest when services function seamlessly and require little attention. Value was described as lowest when failures, such as service interruptions or inconsistent delivery, become visible or disruptive to daily life. Reliability often acted as a threshold factor — once it failed, cost, inclusivity, or other benefits became less meaningful.

Quality of service

Participants also determined value of services based on how well a service performed or its quality and functionality. This included expectations that services should be accessible, efficient and timely and working as intended. Poor service design, inconsistent performance, high complexity, or barriers to accessing needed services were seen as reducing value, even when these services are available.

Maintenance and upkeep of infrastructure

Participants emphasized the importance of ongoing maintenance and proactive investment in infrastructure, rather than addressing issues only after failures occur. Comments frequently referenced concerns about aging infrastructure (e.g. facilities), including water systems (e.g. water main repairs) and road conditions (e.g. potholes), suggesting that insufficient preventative maintenance leads to larger disruptions and higher long-term costs. Maintaining infrastructure in a state of good repair was seen as essential to sustaining service quality and public trust.

Concerns about urban sprawl, strain on aging infrastructure and deferred maintenance were common, with participants noting that value is influenced not only by current service delivery, but by whether decisions position the city for future stability and resilience.

Service necessity and impact on daily life

There was a recurring expectation that municipal resources should be directed toward the basic services or essentials such water utilities, roads and pathways, transit, fire, waste collection etc. All other services that weren't considered as the basics were considered a secondary priority. Participants directly linked the value of services to how impactful they were on daily life. Value was often framed through the lens of necessity with participants asking assessing whether a service is required for daily functioning or safety for example. Participants also often linked the value of a service to the benefits it can provide at a household and community level.

Comments related to the delivery of essential services were also accompanied by the view that The City needs to focus on the delivery of its core responsibilities. There were mixed views on the appropriateness of the City's role in areas such as housing, social services, climate initiatives, or community and cultural programming.

Safety and security

Safety was a central factor that shaped perceptions of value for many participants. Services were seen as providing value when they contribute to a safe, stable and secure environment. Participants viewed safety both through the lens of addressing crime and social disorder issues to promote security of neighbourhoods and communities (promoting the feeling of being safe) as well as having safe service conditions, for example having safe roads or water and having well maintained public spaces. The reliability of services was often paired with comments on safety. Some highlighted the importance of effective police and emergency response services as well as the need for visible safety measures, while others highlighted the need for preventative long-term supports, including housing and social services.

Quality of life and community wellbeing

Beyond essential services, as subset of participants also considered how services would impact quality of life for themselves and their communities when assessing value. Participants assigned priority to services that would contribute to improvements in their community and deliver positive outcomes for people. Parks, recreation facilities, libraries and cultural amenities were described as enhancing wellbeing, supporting social connection and making the city more enjoyable to live in. While these services were sometimes viewed as secondary to core infrastructure in times of budget pressure, they were still recognized as important contributors to livability, health and community.

Responsiveness and timeliness

Participants emphasized the importance of quick response times and efficient resolution of issues. This included the speed of emergency response times, resolutions to maintenance requests and general service inquiries (e.g. 311 service requests). Delays,

backlogs or slow response times were seen as indicators of reduced effectiveness, while timely action was linked to visible outcomes and results.

Cost-effectiveness and efficiency of tax dollars

Efficiency and responsible financial management by The City were key factors influencing the perception of value. Participants placed strong importance on how effectively tax dollars are used, including whether services are delivered in a cost-efficient manner and whether there is evidence of waste, duplication, or spending that does not show results. Examples include the perception that teams are overstaffed, projects being delayed too long and too much administrative overhead. Participants want to see better planning and communication of initiatives, streamlined processes and accountability. When spending taxpayer money was seen as inefficient or disconnected from improvements in the service (e.g. usefulness, frequency and availability etc.) participants felt the service was not delivering value.

Serving the greatest number of Calgarians

Some participants determined value based on how many people benefit from a service, emphasizing that services should serve the greatest number of Calgarians and address broad, city-wide needs. Services with widespread, everyday impact, particularly core infrastructure and safety related services, were seen as delivering the highest value, while those perceived to benefit smaller or more limited groups were often seen as a lower priority.

Fairness and equity of access

For other participants, value was shaped by whether services are accessible, inclusive and fairly distributed across the city. This included considerations of affordability, physical access and whether services meet the needs of different populations, particularly low-income residents, seniors and people with disabilities. Participants said they want to see tax dollars benefit the most vulnerable and need the most help.

Affordability (taxes, fees, cost of living)

Participants frequently linked value to affordability, including property taxes, user fees and overall cost of living. Rising costs were often cited as reducing perceived value, especially if service levels stay the same or decline. Services were viewed as providing better value when they are reasonably priced relative to their quality and impact and when costs remain manageable for people.

Transparency and accountability

Finally, participants identified transparency and accountability as a key factor for maintaining trust in The City. This included clear communication about how decisions are made, how funds are allocated and what outcomes and improvements are being achieved. Clear reporting and communication on the use of tax dollars was associated

with perceptions of good value, while a lack of accountability or lack of clear explanation was associated with feelings of frustration.

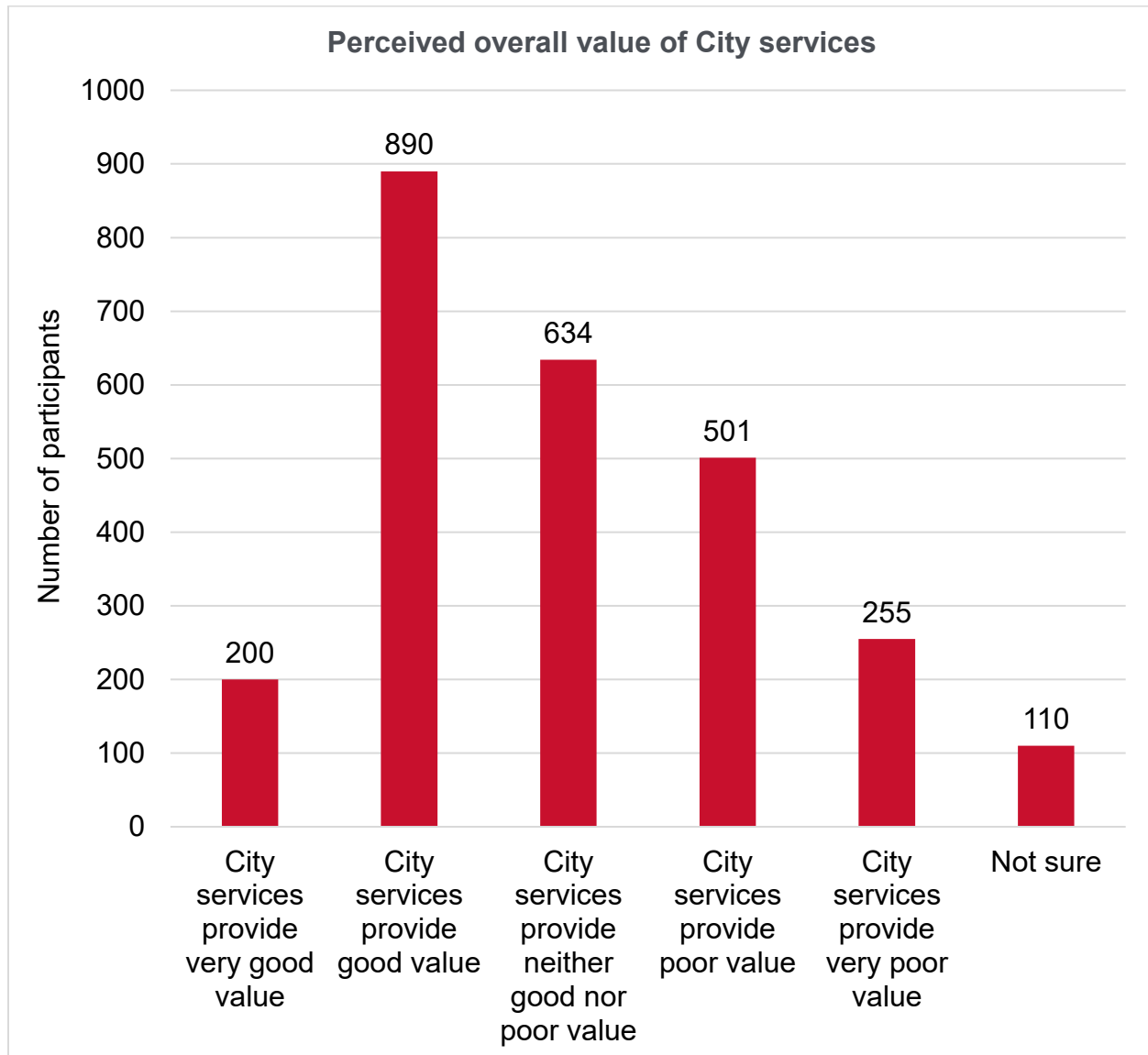


Participant quote

“For services to be good value for me I want to see that the are not only benefiting me (higher tax bracket) but that they are supporting all Calgarians in an inclusive and equitable manner, that they are responsive to emerging community needs, and that they are sustainable.”

Q8. Based on the factors you shared above, which statement best reflects your view of the overall value you receive from City services?

Figure 5: Of the 2590 people that chose to respond to this question, most say the City provides good value, then the City provides neither good nor poor value. The lowest chosen responses were that The City provides very good value and not sure.
(Answered: 2590 | Skipped: 40)



3.5 Anything else

Q9. What else is important for The City to consider when developing the 2027–2030 Business Plans and Budgets, and why?

To close out the survey, respondents were invited to raise any additional issues, priorities, or perspectives they believed were important for The City to consider. In response, participants overall reinforced the key themes from previous questions.

Many reiterated that the City should prioritize core municipal responsibilities, especially infrastructure, public safety and the essential services. There is a strong emphasis on keeping people safe by addressing crime and social disorder, fixing and maintaining aging systems (particularly water infrastructure, roads and utilities), improving the transit network and ensuring reliable emergency services to meet the needs of a growing population and ensure long-term sustainability.

Alongside this, participants frequently shared the need for stronger governance and more accountable spending. They urged The City to increase efficiency (e.g. reduce resources or staff, incorporate technology), reduce bureaucracy and show clear value for tax dollars. Participants want to see more public engagement on initiatives, more transparent decision-making and better communication of results.

Concerns regarding affordability and rising cost of living were also common, including their impact on vulnerable populations. Many shared the need for more diverse housing options, especially more affordable housing. Some comments focused on increasing housing supply while others focused on reducing regulatory barriers. Many participants were also concerned about urban sprawl, suggesting that the city should be limited from expanding outwards and the focus should be on densification in existing communities.

Participants also had contrasting perspectives on issues such as climate change and community programs and services. Several participants noted they value parks, green spaces, recreation, libraries and cultural amenities as important to quality of life, community connection and city resilience. They share that investing in social services is important for long term community health and act as preventative measures to social disorder concerns.

At the same time, other participants say that public art projects and cultural programs should not be a priority until core and basic needs are met. Similarly, one subset of participants emphasized the need to be prepared for climate related risks while another group said climate initiatives are not the responsibility of the municipality and should not take priority over other essential service areas.

Finally, participants shared a desire for investments to be balanced, forward looking and deliver clear value to all residents. Overall, they want the city to remain livable, safe and financially sustainable over the long term.



Participant quote

“I think it is important for the city to make thoughtful choices about large investments, after being as transparent as possible and getting feedback from Calgarians. I also feel the need to bring up the housing crisis for people currently living on the streets, as there are a limited number of organizations and facilities to help them get back on their feet, and even provide them shelter and a warm meal. Calgary should put a larger focus on homeless shelters, with specialized facilities for women and children, as well as rehabilitation centres/resources that make a lasting and effective impact.”

3.6 Feedback from pop-ups

While the online survey was the main tool used to collect feedback from participants during the engagement period, participants also had the opportunity to provide their comments at any of the in-person pop-up events held in Calgary. At the pop-ups, participants could choose to respond to the following questions:

Q. What factors do you consider when deciding whether City services provide good value for your tax dollars?

Participants' comments centered around practical daily needs and whether services work well and are reliable. They primarily emphasized the importance of maintaining and improving core, everyday services, with a strong focus on infrastructure, transit and public safety. Multiple comments asked for better road and pathway maintenance, specifically to repair potholes and to address aging infrastructure. While parks, recreation and community programming are valued and seen as contributing to quality of life, they are often framed as secondary to essential services.

Transit, especially, was important to multiple participants at pop-ups. Participants shared concerns about crowded vehicles, service delays, poor winter snow and ice clearance, poor reliability and concerns with safety. Participants asked for more investment in public transit including ensuring more frequent and reliable bus service and making improvements to Access Calgary. Safety is also a prominent concern, both in terms of crime and general well-being in communities and on transit.

Participants also highlighted growing social and community needs, including access to affordable housing and support for people experiencing homelessness. To this end, they expressed concerns about affordability including increases in property taxes, utility costs and the overall cost of living.

Finally, participants wanted more transparency and accountability in decision-making from The City. They want The City to deliver reliable, high-value services that address day to day needs, while avoiding unnecessary spending, finding efficiencies and keeping taxes manageable.

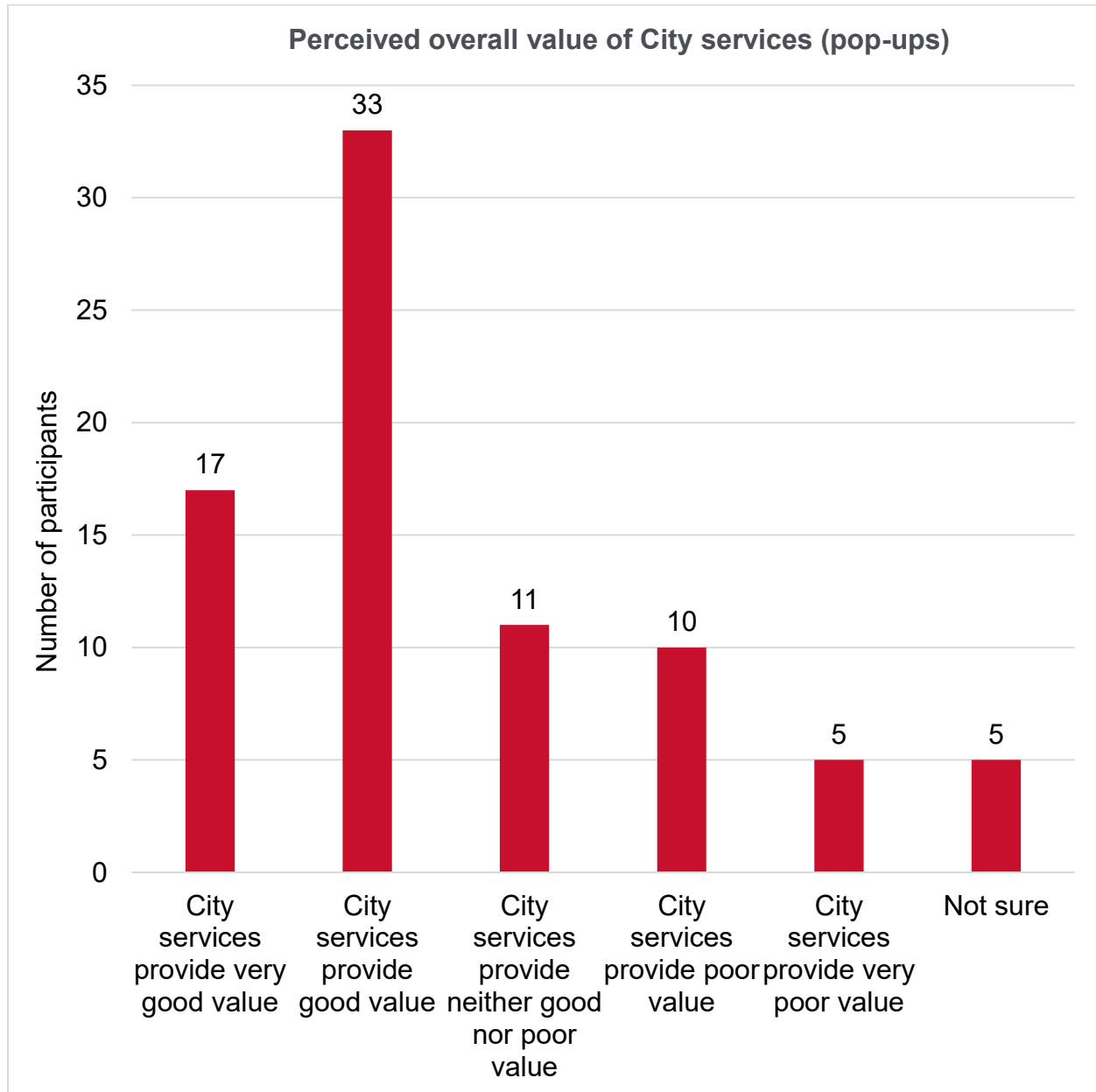


Participant quote

"I think the City is doing a good job with services and infrastructure. Transit, buses and road maintenance are of great importance to me. Rec centres and Libraries and outdoor parks are essential for all neighbourhoods together. Housing and food for those less fortunate are also very important."

Q. When you think about City services, and their impacts on your daily life, which statement best reflects your view of the overall value you receive from City services?

Figure 6: Of the 81 participants that chose to respond to this question, most perceive The City's services to provide good value, followed by those who say The City provides very good value. The lowest chosen response was that The City's services provide poor value or not sure.



4.0 Conclusion and next steps

Overall, participants emphasized a strong back to basics perspective for the 2027–2030 Business Plans and Budgets. Across the engagement, people consistently identified the reliable delivery of core municipal services as the most important priority. Core municipal services often referred to Water Utilities, Roads and Pathways, Police, Transit and other infrastructure that supports daily life. Lower priorities were services that were not seen as essential and nice to have and that were categorized as having a lesser impact on the lives of people in Calgary.

The need for safety and security, a good quality of life, addressing affordability pressures and ensuring City decisions are effective, forward-looking and focused on long-term sustainability were among some of the key themes that participants were aligned on. Perspectives, however, differed on the role and priority of some service areas such as Recreation, Community and Culture, Housing, climate and environment initiatives and the balance of investment between policing and social services.

The value of city services was commonly associated with how reliable, well-maintained and beneficial they are to people in Calgary while at the same time expressing a desire for The City to improve efficiency, reduce waste and demonstrate stronger transparency and accountability in how tax dollars are used.

Next steps

The feedback from this engagement provides important insight into the priorities and values participants have and what matters most to them. This input will help inform decision-making as The City develops the 2027–2030 Business Plans and Budgets for Council's consideration.

A proposed budget is anticipated to be released in the fall of 2026 before Council deliberates and makes final decisions in November of 2026.

Appendix A: pop-up event details

Date and time	Location	Interactions
March 21, 2026 11:00 a.m. to 2:00 p.m.	(Ward 3) Vivo for Healthier Generations, 11950 Country Village Link N.E.	80
March 24, 2026 4:00 p.m. to 7:00 p.m.	(Ward 2) Melcor YMCA at Crowfoot, 8100 John Laurie Blvd N.W.	41
March 26, 2026 3:00 p.m. to 6:00 p.m.	(Ward 10) Village Square Leisure Centre, 2623 56 St N.E.	74
March 27, 2026 11:00 a.m. to 2:00 p.m.	(Ward 7) The CORE Shopping Centre, 751 3 Street S.W.	46
March 28, 2026 11:00 a.m. to 2:00 p.m.	(Ward 9) Crossroads Farmer's Market, 1235 26 Ave S.E.	40
March 29, 2026 11:00 a.m. to 2:00 p.m.	(Ward 11) Southland Leisure Centre, 2000 Southland Dr S.W.	27
March 30, 2026 3:00 p.m. to 6:00 p.m.	(Ward 13) Shawnessy YMCA/ Cardel Rec South, 333 Shawville Blvd S.E.	26
April 1, 2026 4:00 p.m. to 7:00 p.m.	(Ward 6) Westside Recreation Centre, 2000 69 St S.W.	46
April 2, 2026 12:00 p.m. to 3:00 p.m.	(Ward 8) Westbrook Mall, 1200 37 Street S.W.	39
April 7, 2026 4:00 p.m. to 7:00 p.m.	(Ward 4) Thorncliffe Greenview Community Association, 5600 Centre St N	29
April 08, 2026 4:00 p.m. to 7:00 p.m.	(Ward 1) Shane Homes YMCA at Rocky Ridge, 11300 Rocky Ridge Rd N.W.	83
April 10, 2026 4:00 p.m. to 7:00 p.m.	(Ward 14) Lake Bonavista Rec Centre, 1401 Acadia Dr S.E.	18
April 11, 2026 10:00 a.m. to 1:00 p.m.	(Ward 5) Genesis Centre, 7555 Falconridge Blvd N.E.	154
April 11, 2026 10:00 a.m. to 1:00 p.m.	(Ward 12) Brookfield Residential YMCA at Seton, 4995 Market St S.E.	38

Appendix B: survey questions

The City of Calgary has limited financial resources and must balance many competing priorities when setting its budget. Some budget decisions provide immediate and visible benefits to Calgarians. Other budget decisions are less visible to Calgarians but support equally important long-term stability goals through activities like maintaining infrastructure or contributing to financial reserves.

1. When The City's budgets are limited, which of the following principles should guide The City of Calgary's decisions the most? Select up to 3.

Providing immediate, visible benefits to residents today

Making long-term investments that benefit future generations

Ensuring fair and equitable access to City services across communities

Supporting initiatives that benefit the greatest number of Calgarians

Protecting The City's financial sustainability and managing debt responsibly

Maintaining a reliable and consistent level of service

Responding to emerging or urgent community needs

A significant portion of residential taxes collected by The City goes to the Province of Alberta. The portion that remains within Calgary helps pay for many City services, like Police, Fire, and Transit, etc.

City services keep people safe, support daily life, and help the city function. These services are things you use or experience in your daily life. They are paid for using the tax dollars we collect. Sometimes, increasing financial support for some services may require delaying or scaling back support for others. The City continuously weighs these tradeoffs carefully, especially during the budget process.

2. Thinking about the City services that matter most to you, which of the following service areas should be the highest priorities for The City in the next budget cycle? Select up to 5.

311

Business Licensing & Local Economy

Bylaw

Community & Culture

Emergency Management

Fire

Housing

Parks & Urban Forestry
Planning, Building & Development
Police
Recreation
Roads & Pathways
Transit
Waste & Recycling
Water Utilities

3. From the selections you made at the last question, which service areas are the most important for The City to focus on maintaining if difficult budget tradeoff decisions must be made? Select up to 3.

311
Business Licensing & Local Economy
Bylaw
Community & Culture
Emergency Management
Fire
Housing
Parks & Urban Forestry
Planning, Building & Development
Police
Recreation
Roads & Pathways
Transit
Waste & Recycling
Water Utilities

4. Why did you select those service areas as the most important for The City to focus on if difficult budget tradeoff decisions must be made?
5. Now we'd like you to think about the service areas you think should be the lowest priorities. Which of the service areas do you think should be the lowest priorities if difficult budget tradeoff decisions must be made? Select up to 3.

311

Business Licensing & Local Economy

Bylaw

Community & Culture

Emergency Management

Fire

Housing

Parks & Urban Forestry

Planning, Building & Development

Police

Recreation

Roads & Pathways

Transit

Waste & Recycling

Water Utilities

6. Why did you select those service areas as the least important for The City to focus on if difficult budget decisions must be made?

The following questions ask you to consider the value you receive from City services.

7. When you think about City services and impacts to your daily life, what factors do you consider when deciding whether City services provide good value for your tax dollars?

For example, you may wish to consider factors like your personal experiences, the reliability of services, if they feel fair and inclusive, how well they work, or the outcomes you see in your community – but please share whatever matters most to you.

8. Based on the factors you shared above, which statement best reflects your view of the overall value you receive from City services?

City services provide very good value

City services provide good value

City services provide neither good nor poor value

City services provide poor value

City services provide very poor value

Not sure

9. What else is important for The City to consider when developing the 2027–2030 Business Plans and Budgets, and why?

We'd like to ask you some questions about yourself. These questions are optional but by answering them, you will help us understand who we've heard from in this engagement.

The personal information collected in the following questions is collected under the authority of section 4(c) of the Protection of Privacy Act (POPA) for the purpose of understanding who we heard from in this engagement. If you have any questions about this collection, please contact the Engage Resource Unit Team Lead at engage@calgary.ca.

10. Did you answer these questions on behalf of yourself/your household or as a representative of an organization or business?

Myself/my household – Skip to question 13

An organization or a business – Answer questions 11 and 12

Prefer not to answer – Skip to question 13

Answer questions 11 and 12 only if you selected “An organization or business” at question 10.

11. Which of the following best describes the organization you represent? You may select up to 2.

Community Association

Non-profit or Charity

Arts, Culture, or Heritage Organization

Business or Business Association (e.g., local business, chamber of commerce, BIA)

Industry or Professional Association

Education or Research Organization (e.g., school, post-secondary, research institute)

Health or Social Services Organization

Environmental or Sustainability Organization

Equity-seeking or Advocacy Organization (e.g., disability, gender, racialized communities)

- Indigenous Organization or Nation
- Faith-based or Spiritual Organization
- Government or Public Sector Organization
- Labour Union or Worker Organization
- Other (please specify):

12. If you're comfortable sharing, please tell us the name of your organization. If you choose to provide the name of your organization, your survey responses will be linked to that organization and shared internally within The City of Calgary.

Answer the remaining questions only if you selected "Myself/my household" or "Prefer not to answer" at question 10.

13. Please let us know where you live:

- NE Calgary
- SE Calgary
- SW Calgary
- NW Calgary
- Downtown Calgary
- Outside of Calgary
- I prefer not to share

14. In which community do you live?

15. Which of the following age groups do you belong to?

- Under 18 years of age
- 18 to 24
- 25 to 34
- 35 to 44
- 45 to 54
- 55 to 64
- 65 or older
- I prefer not to share

16. Please choose the option that best describes your gender identity.

Woman

Man

Intersex, Non-binary, Transgender or Two-spirit

I prefer not to share

I prefer to self-describe (please specify):

17. What is your total annual household income before taxes?

Less than \$45,000

\$45,000 to \$75,000

\$75,001 to \$105,000

\$105,001 to \$150,000

More than \$150,000

I prefer not to share

18. Please select any of the following that apply to you.

I am Aboriginal, Indigenous, First Nations, Métis, Inuk (Inuit)

I identify as a visible minority

I identify as LGBTQ2S+

I was born outside of Canada

I have moved to Canada within the last 5 years

There are children (under 18) in my household

There are seniors (65 or older) in my household

I or someone in my household has a disability

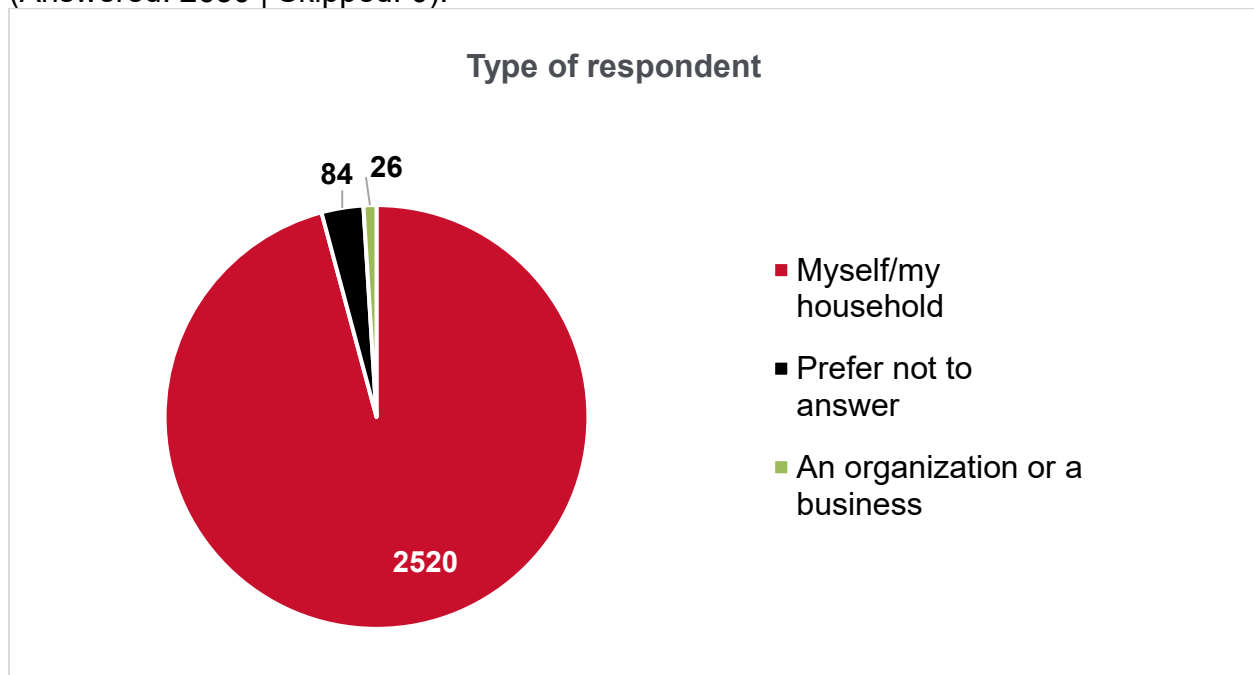
Something not described above (please specify):

Appendix C: online participant demographic results

Following the main survey questions survey respondents could respond to optional demographic questions. These demographic questions help understand who took part in the survey and provide important context for understanding the diversity of perspectives reflected in the findings.

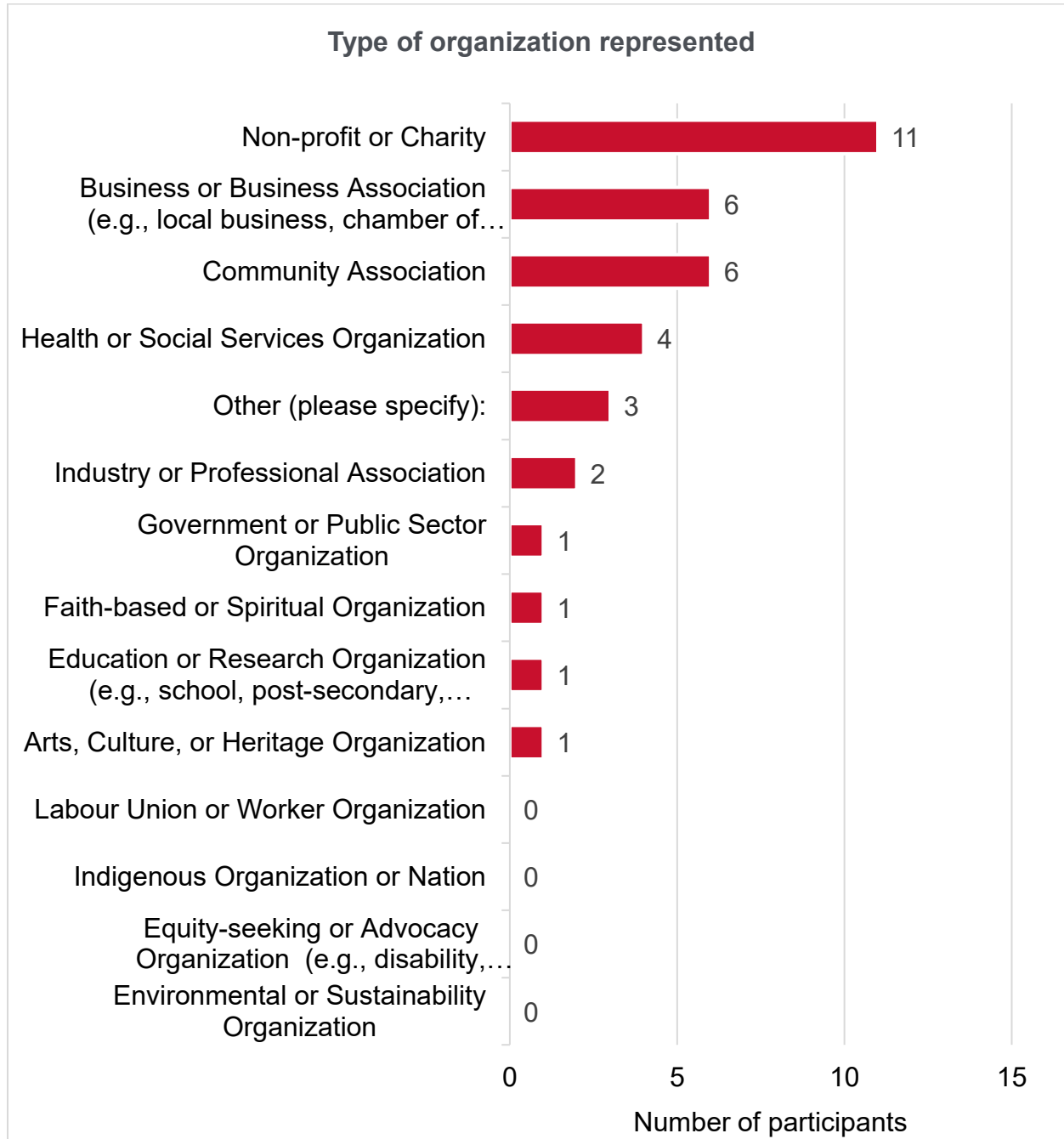
Q10. Did you answer these questions on behalf of yourself/your household or as a representative of an organization or business?

Figure 7: All survey participants (2630) answered this question. Among them, the majority completed the survey on behalf of themselves or their household, with a smaller portion responding as representatives of an organization or business. (Answered: 2630 | Skipped: 0).



Q11. Which of the following best describes the organization you represent? You may select up to 2.

Figure 8: Of the 26 participants that answered this question, most of them represented a non-profit or charity organization. The next most represented types of organizations were community associations and businesses or business associations. (Answered: 26 | Skipped: 2604)

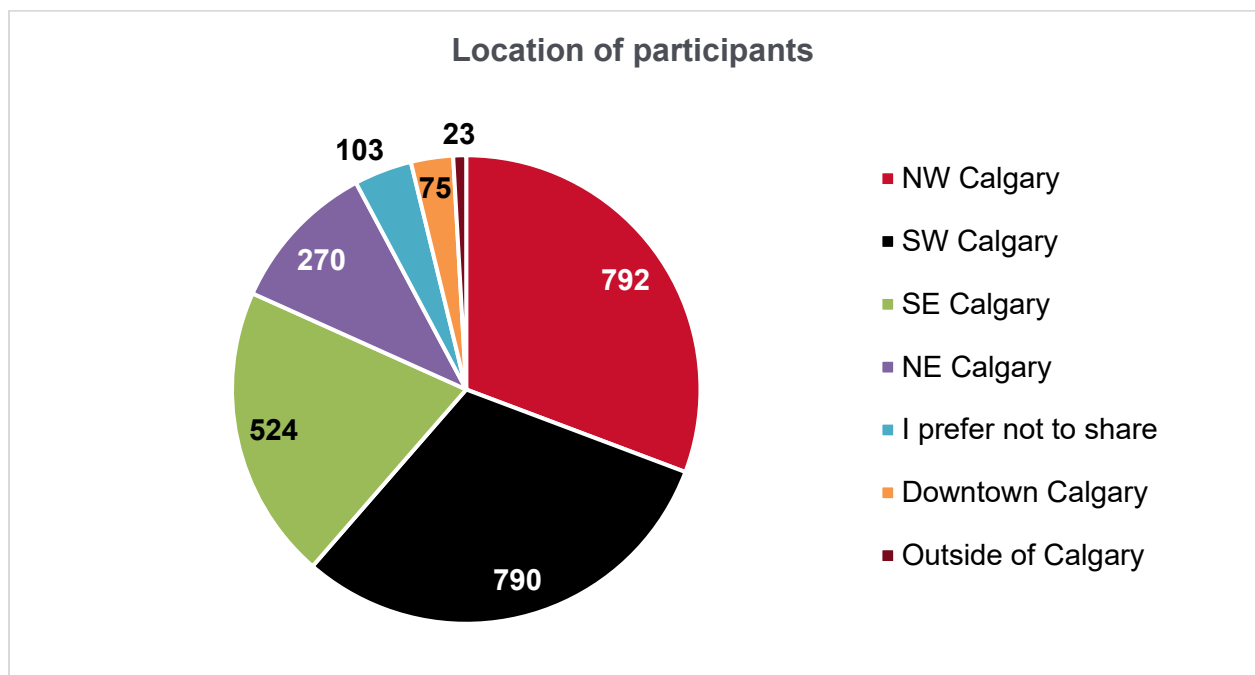


Q12. If you're comfortable sharing, please tell us the name of your organization. If you choose to provide the name of your organization, your survey responses will be linked to that organization and shared internally within The City of Calgary.

[Responses omitted to maintain privacy.]

Q13. Please let us know where you live.

Figure 9: Of the 2577 participants that answered this question, more than half of the live in either the northwest or southwest of Calgary. Of the remaining participants, many live in the southeast of Calgary, followed by the northeast. Finally, a smaller number of participants who took the survey also live in downtown Calgary and outside of Calgary. (Answered: 2577 | Skipped: 53)



Q14. In which community do you live?

Community name	Count of community
Acadia	14
Airdrie (Outside of Calgary)	6
Albert Park/Radisson Heights	8
Alpine Park	1
Altadore	18
Applewood Park	2
Arbour Lake	13
Aspen Woods	16
Auburn Bay	31
Banff Trail	7
Bankview	10
Bayview	3
Bearspaw	1
Beddington Heights	11
Bel-Aire	2
Belmont	4
Beltline	41
Beltline/Connaught	2
Belvedere	1
Belvedere/East Hills	1
Blank	539
Bonavista Downs	1
Bowness	28
Braeside	7
Brentwood	15
Bridgeland/Riverside	27
Bridlewood	6
Britannia	1
Cambrian Heights	6
Canyon Meadows	15
Capitol Hill	11
Carrington	3
Castleridge	5
Cedarbrae	12
Chaparral	27
Charleswood	9
Chinook Park	11
Christie Park	6
Citadel	15
Cliff Bungalow	6

2027 – 2030 Business Plans and Budgets Engagement

What We Heard | June 2026

Coach Hill	11
Cochrane	2
Collingwood	9
Copperfield	6
Coral Springs	2
Cornerstone	9
Cougar Ridge	8
Country Hills	8
Coventry Hills	19
Cranston	22
Creekview	1
Crescent Heights	10
Crestmont	4
Currie Barracks	4
Dalhousie	19
Deer Ridge	7
Deer Run	14
Discovery Ridge	9
Douglasdale/Glen	13
Dover	7
Downtown (unspecified community)	4
Downtown East Village	8
Downtown West End	4
Eau Claire	6
Edgemont	28
Edmonton	1
Elbow Park	7
Elboya	5
Erin Woods	7
Erlton	12
Evanston/Creekside	14
Evergreen	26
Fairview	6
Falconridge	6
Foothills	2
Forest Heights	3
Forest Lawn	5
Garrison Green	1
Garrison Woods	3
Glamorgan	8
Glenbrook	10
Glendale	8
Greenview	1

2027 – 2030 Business Plans and Budgets Engagement

What We Heard | June 2026

Hamptons	8
Hanson Ranch	2
Harvest Hills	10
Hawkwood	25
Haysboro	21
Hidden Valley	10
Highland Park	4
Highwood	2
Hillhurst	17
Homestead	1
Hounsfield Heights/Briar Hill	13
Huntington Hills	16
Inglewood	29
Inner city	2
Kelvin Grove	3
Kensington	5
Killarney/Glengarry	31
Kincora	6
Kingsland	6
Lake Bonavista	25
Lakeview	5
Legacy	17
Lincoln Park	3
Livingston	8
Lower Mount Royal	6
Lynnwood	7
Macewan Glen	11
Mahogany	14
Manchester	3
Marda Loop	8
Marlborough	8
Marlborough Park	4
Martindale	6
Mayfair	2
Mayland Heights	11
Mckenzie Lake	22
Mckenzie Towne	17
Mckenzie Towne/Prestwick/Elgin	4
Meadowlark Park	3
Midnapore	14
Millrise	4
Mission	13
Monterey Park	3

2027 – 2030 Business Plans and Budgets Engagement

What We Heard | June 2026

Montgomery	15
Mount Pleasant	24
Mount Royal	2
New Brighton	10
Nolan Hill	6
North (unspecified community)	1
North Glenmore Park	6
North Haven	9
Not specified	30
Oakridge	21
Ogden	11
Okotoks	2
Palliser	10
Panorama Hills	11
Parkdale	5
Parkhill	4
Parkland	4
Patterson	8
Penbrooke Meadows	6
Pine Creek/Sirocco	1
Pine Creek/Sirocco/Hudson	3
Pineridge	8
Point Mckay	4
Pump Hill	3
Quarry Park	2
Queensland	8
Ramsay	5
Ranchlands	19
Rangeview	2
Redstone	4
Renfrew	18
Richmond	3
Richmond/Knob Hill	7
Rideau Park	2
Riverbend	20
Rockland Park	2
Rocky Ridge	8
Rosedale	1
Rosemont	9
Rosscarrock	3
Roxboro	1
Royal Oak	16
Rundle	6

2027 – 2030 Business Plans and Budgets Engagement

What We Heard | June 2026

Rutland Park	3
Saddle Ridge	4
Sage Hill	1
Sage Hill/Sage Meadows	10
Sandstone Valley	11
Savanna	3
Scenic Acres	18
SE (unspecified community)	2
Seton	6
Shaganappi	4
Shawnee/Shawnee Slopes/Shawnee Park	7
Shawnessy	13
Signal Hill	27
Signal Hill/Signature Park	2
Silver Springs	30
Silverado	9
Skyview Ranch	11
Somerset	9
South (unspecified community)	1
South Calgary	8
South Hill	2
Southview	5
Southwood	7
Springbank Hill	12
Spruce Cliff	10
St Andrews Heights	2
Strathcona Park	11
Strathmore	1
Sunalta	12
Sundance	20
Sunnyside	20
SW (unspecified community)	2
Taradale	5
Temple	7
The Slopes	1
Thorncliffe	16
Trinity Hills	1
Tuscany	31
Tuxedo Park	18
Unclear	1
University District	7
Upper Mount Royal	1
Valley Ridge	12

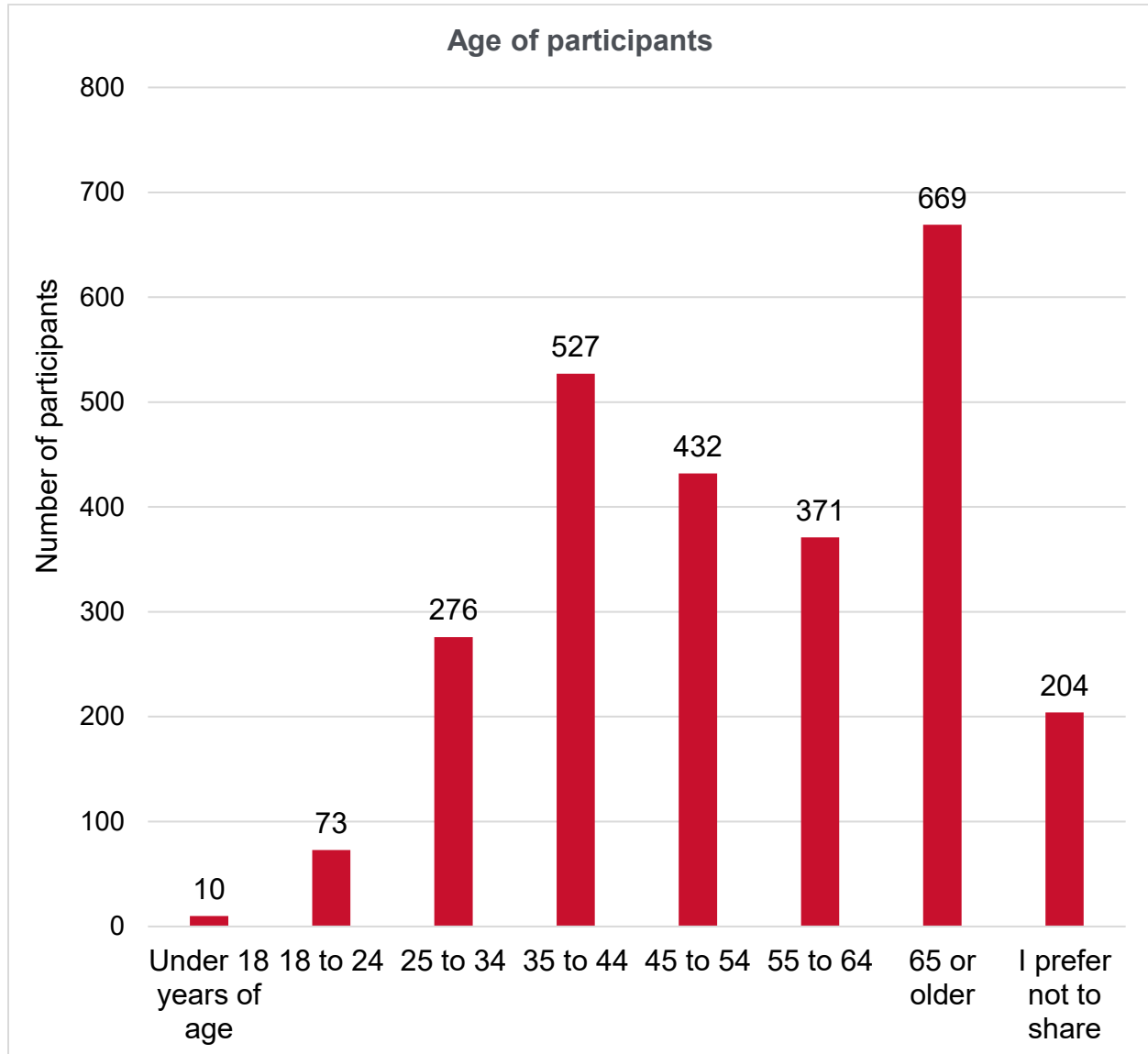
2027 – 2030 Business Plans and Budgets Engagement

What We Heard | June 2026

Varsity	25
Vermilion Hill	1
Victoria Park	2
Vista Heights	6
Walden	7
Wentworth	3
West (unspecified community)	2
West Hillhurst	31
West Springs	7
Westgate	8
Westhills	3
Whitehorn	6
Wildwood	9
Willow Park	12
Windsor Park	8
Winston Heights/Mountview	13
Wolf Willow	3
Woodbine	11
Woodlands	17
Yorkville	3

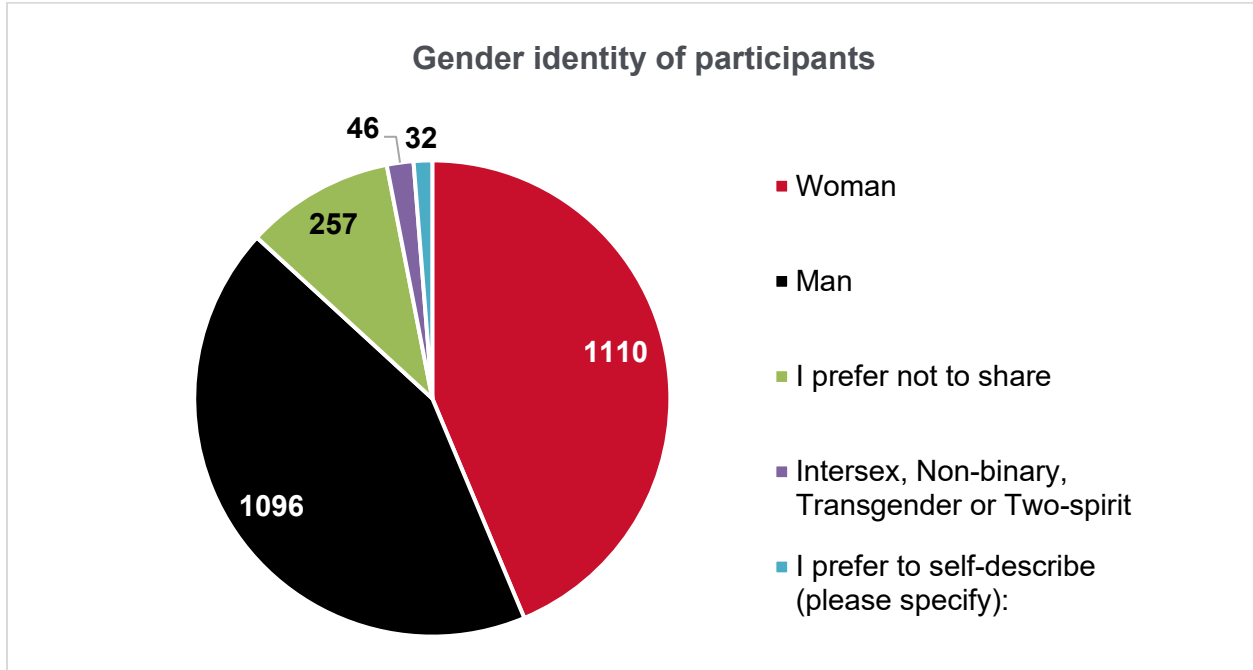
Q15. Which of the following age groups do you belong to?

Figure 10: Of the 2562 respondents that answered this question, most identified as falling in the 65 or older age category. The next most selected age category was those who were between 35 to 44 years old, followed by those who are between 45 to 54 years old. The least number of respondents to this question were those in 18 to 24 years of age category. Overall, there was representation from all age categories among the survey respondents. (Answered: 2562 | Skipped: 68)



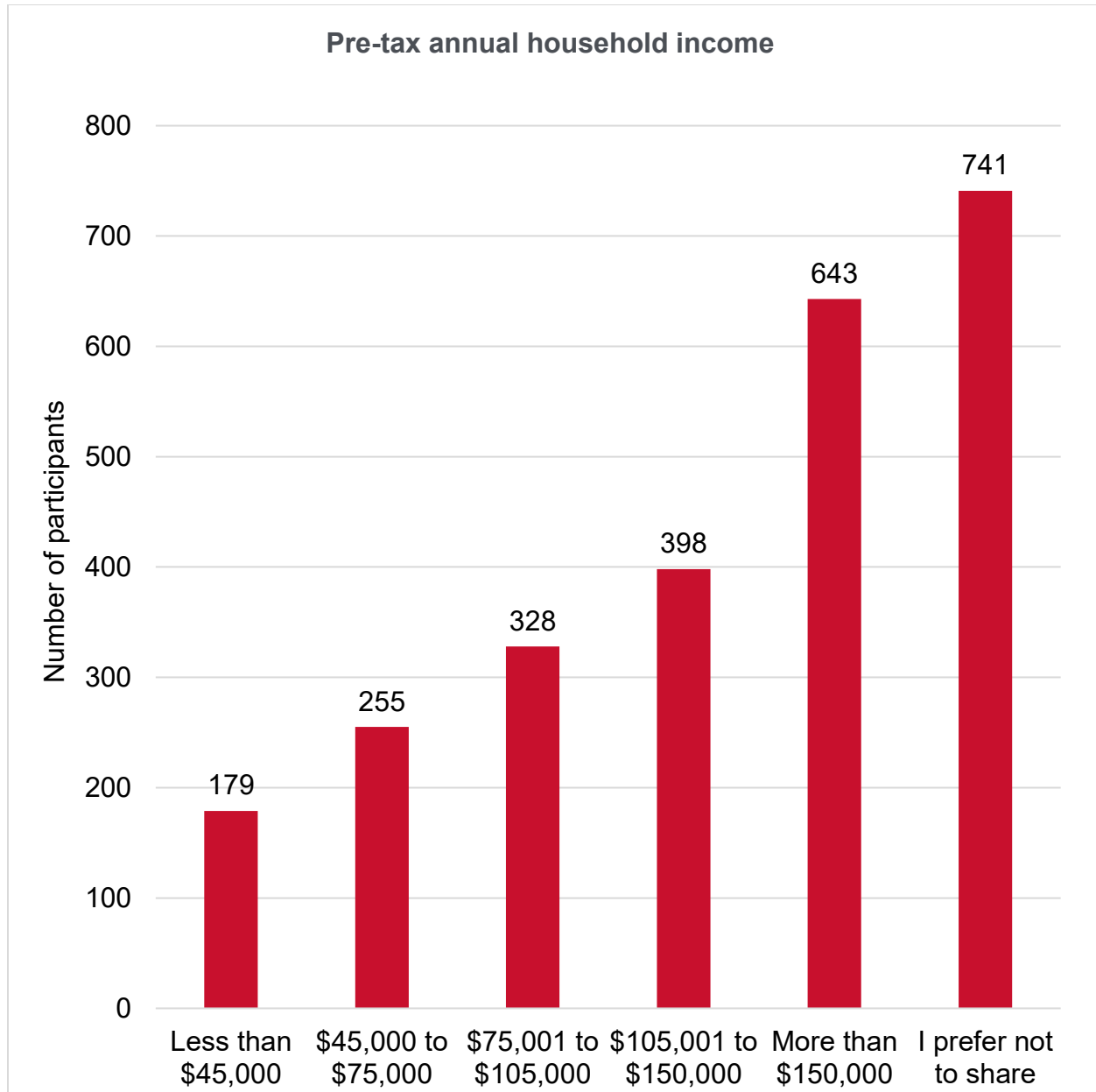
Q16. Please choose the option that best describes your gender identity.

Figure 11: Of the 2541 participants that answered this question, most identified in almost equal number as either a woman or a man. A few participants identified as intersex, non-binary, transgender or two-spirit. (Answered: 2541 | Skipped: 89).



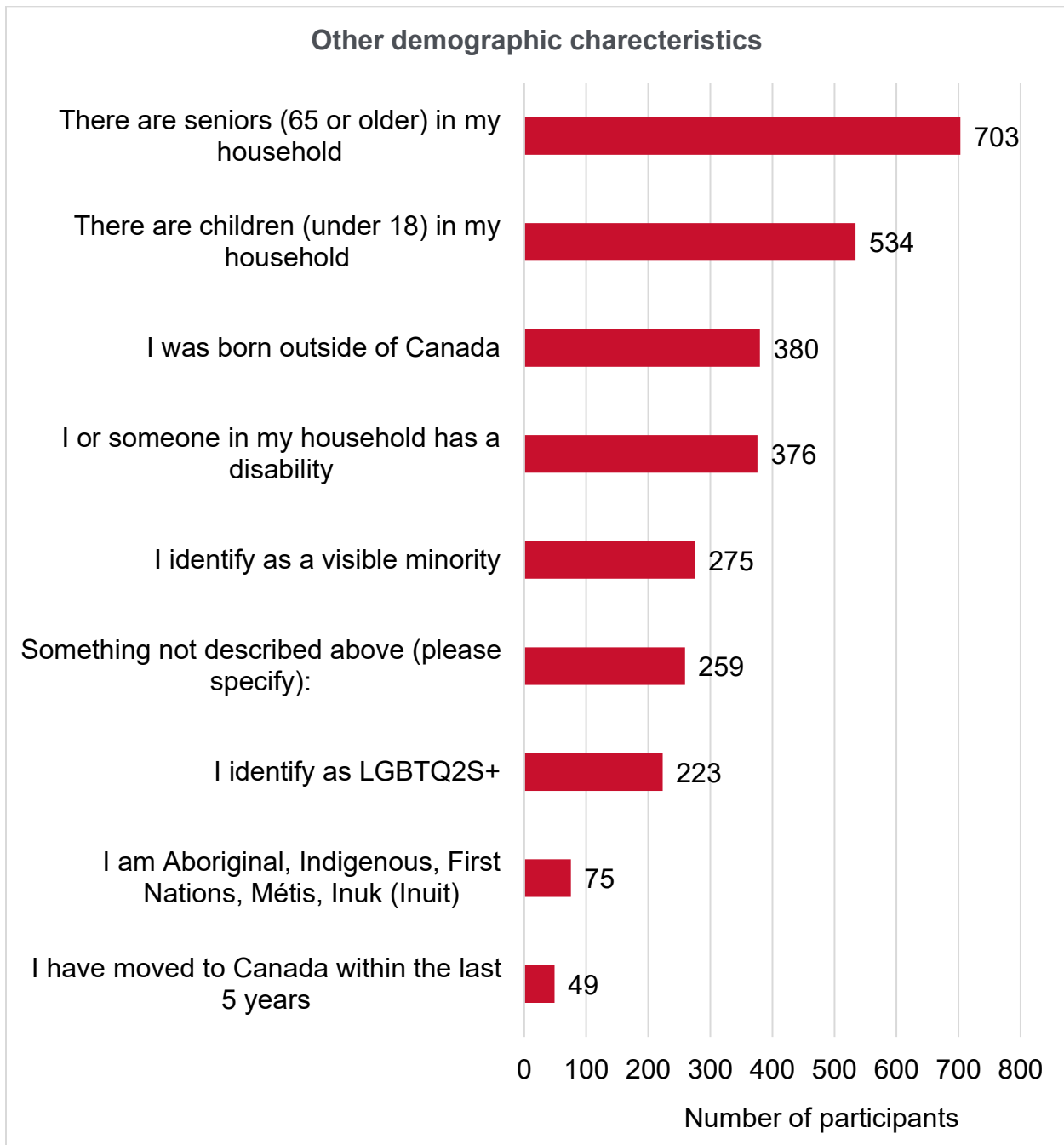
Q17. What is your total annual household income before taxes?

Figure 12: Of the 2544 participants that answered this question, most preferred not to share their income household income. Of those who chose to identify their household income level, most participants made more than \$150,000 annually, followed by those who made between \$105,001 and \$150,000 annually. The least number of respondents fell in the less than \$45,000 annually category. Overall, there was representation from all annual household income categories among the survey participants. (Answered 2544 | Skipped: 86)



Q18. Please select any of the following that apply to you.

Figure 13: Of the 1959 participants to this question, most said that they had seniors living in their home, followed by those who indicated there were children under 18 living in their home. Among them also included those who were born outside of Canada, who had someone in their home with a disability, who identified as a visible minority, who identified as Aboriginal, Indigenous, First Nations, Metis or Inuit as well as newcomers who moved to Canada within the last 5 years. (Answered:1959 | Skipped: 671)



Appendix D: verbatim comments

Due to the volume of input received, verbatim comments are reported in a separate document, which can be found at engage.calgary.ca/budgetinput.