



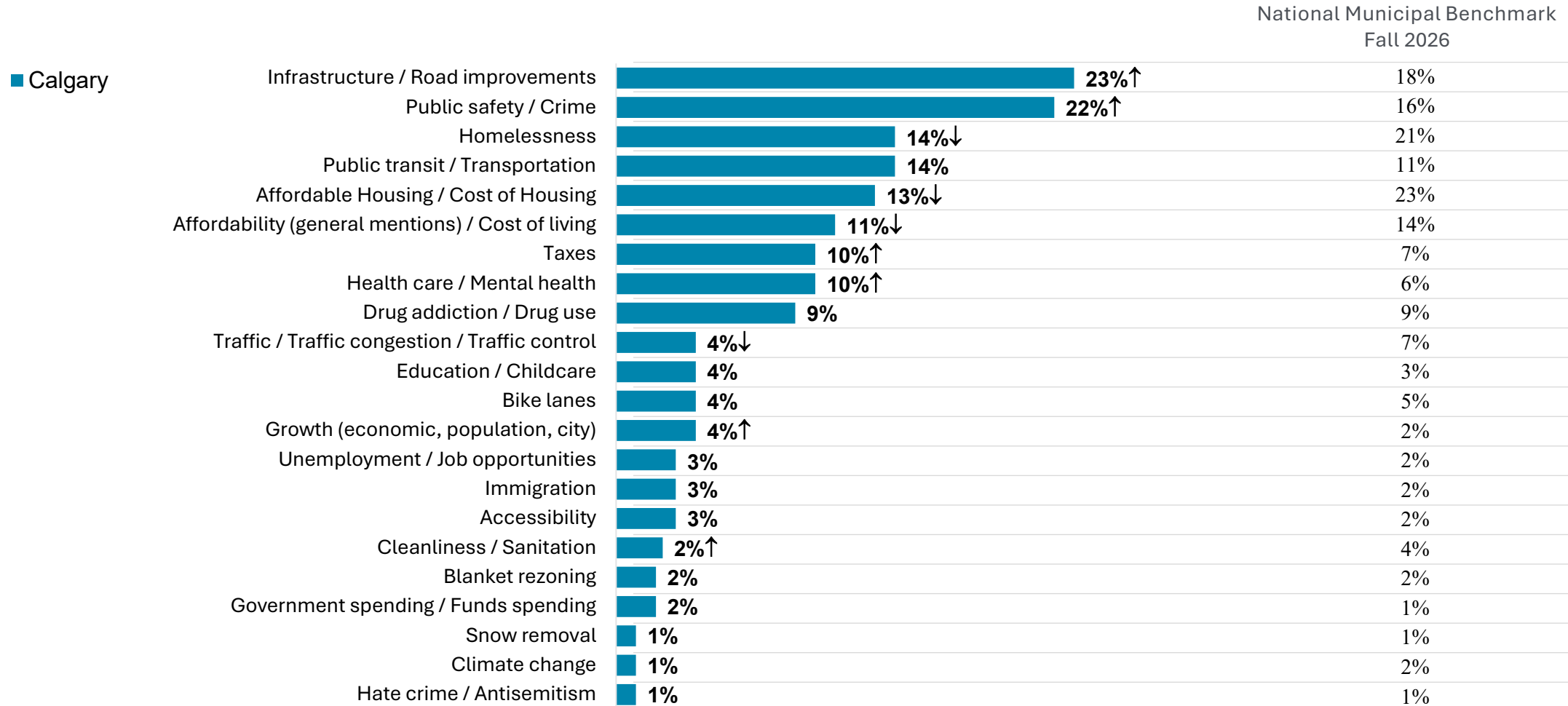
2026 National Municipal Benchmarking

Fall Calgary Report

National Municipal Benchmarking Survey: Methodology

- 500+ completed surveys conducted in five (5) cities to achieve a margin of error of $\pm 4.4\%$, 19 times out of 20 for each city's results.
- Cities in this survey include Vancouver, Calgary, Edmonton, Toronto, and Montreal. The survey was available in French, as needed.
- Survey field dates were August 4 to September 9, 2026.
- Soft quotas set within each city for gender and age (18-34, 35-54, and 55 or older) to ensure a representative mix of respondents.
- The survey employed a General Population Random Sample (GPRS) of Canadians supplemented with Random Digit Dial (RDD) sample using live interviewers for topping up completes to invite respondents to complete the survey online.
- This approach allows for statistically valid, probability-based sampling approach in each city, similar to when using Random Digit Dial sample.

Priorities Agenda: Calgary compared to National Municipal Benchmark



Q. In your view, as a resident of the [City name], what is the most important issue you feel should receive the greatest attention from your local leaders? [OPEN END]

Base: Calgary valid respondents (n=523) / National total sample (n=2,717)

ISC: Unrestricted

↑/↓ Statistically higher/lower than
National Municipal Benchmark

Open end / Multiple responses allowed.
Percentages may not total 100%.

Priorities Agenda: Calgary compared to National Municipal Benchmark



The benchmark cities are collectively more housing-focused, while Calgary is comparatively more focused on infrastructure, safety and municipal fundamentals.

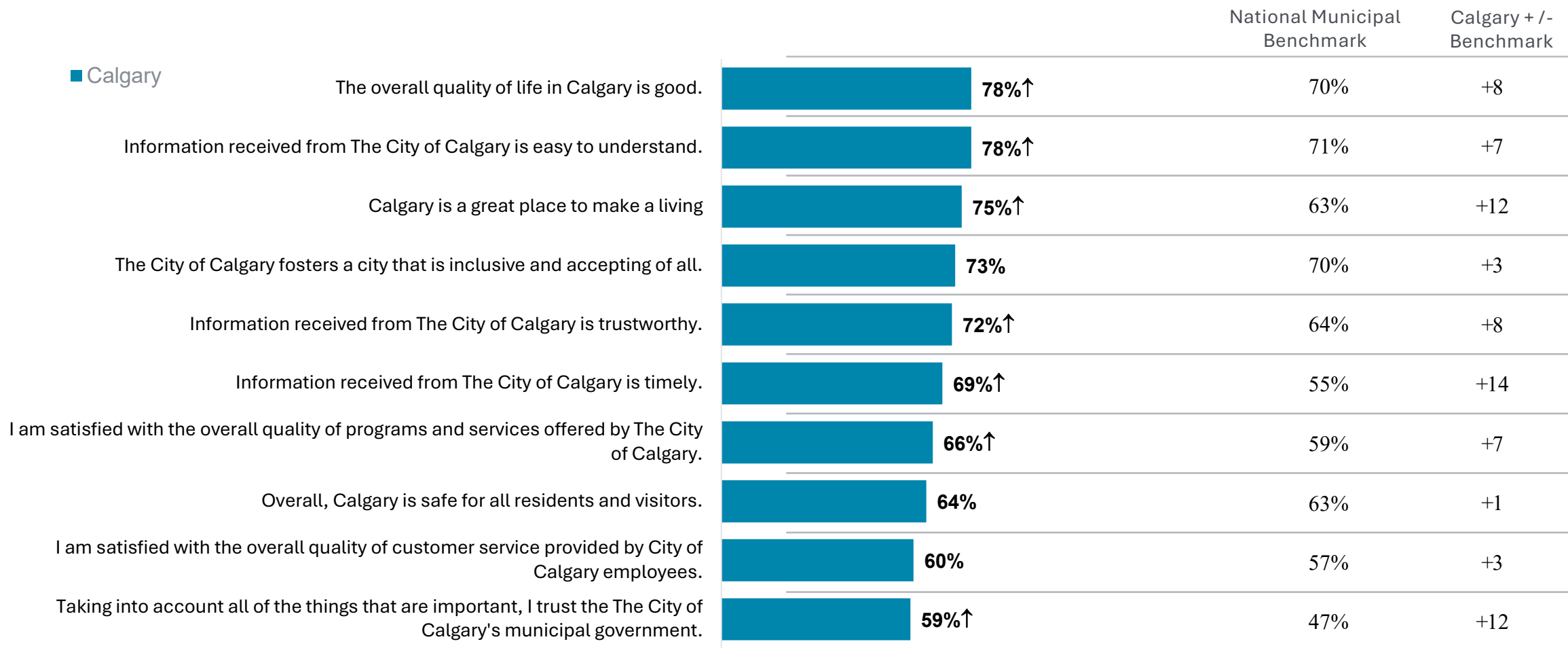
Across the five benchmark cities, residents are primarily focused on issues such as housing affordability, homelessness, infrastructure, public safety and the broader cost of living. Collectively, these findings point to a municipal environment where both affordability pressures and quality-of-life concerns are shaping local priorities.

Calgary's priority profile differs somewhat from the broader benchmark. Calgary records infrastructure at 23% compared with the 18% benchmark and public safety at 22% compared with 16%. Affordable housing is 13% compared with 23%, while homelessness is 14% compared with 21%. Compared with residents in the other benchmark cities, Calgarians appear to place greater emphasis on areas that local government is visibly expected to manage, including infrastructure, public safety and taxation.

Results suggest a distinctly local priority environment centred on the condition, safety and costs that residents experience in their daily lives. Housing, homelessness and affordability remain important concerns in Calgary, but they are comparatively less dominant than in the other cities included in the study.

From this perspective, Calgary's priorities appear somewhat more focused on municipal service delivery and community conditions, while the broader benchmark reflects a stronger emphasis on housing-related pressures.

Overall perceptions: Calgary compared to National Municipal Benchmark for 5 Cities



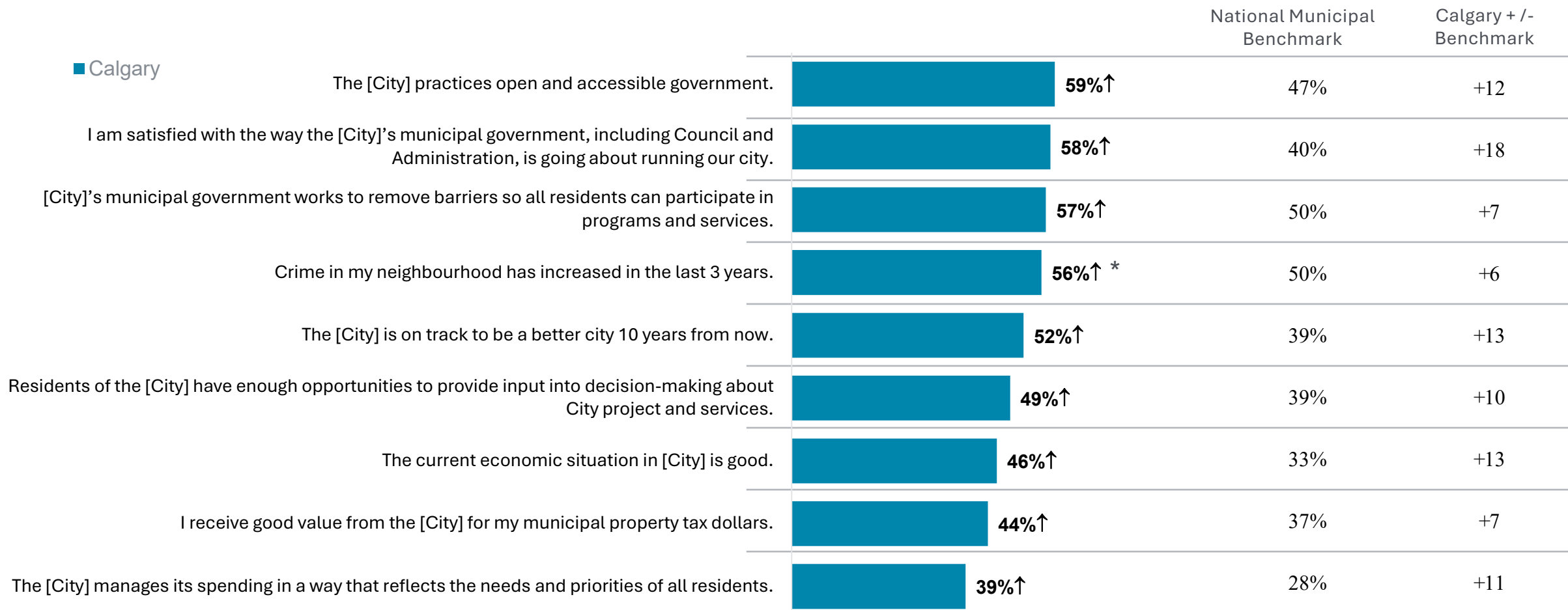
Q. Please tell us the extent to which you agree or disagree with each of the following statements about [Calgary / The City of Calgary]
 Net Agree shown (Strongly + somewhat agree)
 Base: Calgary valid respondents (n=523)

ISC: Unrestricted

↑/↓ Statistically higher/lower than National Municipal Benchmark

*Rounding

Overall perceptions: Calgary compared to National Municipal Benchmark for 5 cities (continued)



Q. Please tell us the extent to which you agree or disagree with each of the following statements about [Calgary / The City of Calgary]
 Net Agree shown (Strongly + somewhat agree)
 Base: Calgary valid respondents (n=523)

↑/↓ Statistically higher/lower than National Municipal Benchmark

*Note: agreement that neighbourhood crime has increased is a negative-valence indicator. Calgary being above the benchmark on that item should not be read as outperforming.

Overall perceptions: Calgary compared to National Municipal Benchmark for 5 Cities



Relative strength does not eliminate local challenges: Calgary builds from a stronger foundation than many peer cities, but resident expectations remain high.

Across the five benchmark cities, residents generally express positive views of their communities, municipal services and local governments, although ratings vary considerably across measures. Quality of life, communications and municipal services tend to perform more strongly than perceptions of value for taxes, spending management and opportunities for public input.

Within this broader context, Calgary performs above the five-city benchmark across nearly all positive measures, with particularly strong comparative results for quality of life, making a living, City information, trust and satisfaction with municipal government.

Overall, 59% say The City practices open and accessible government, 58% are satisfied with how the municipal government is running the city, and 52% believe Calgary is on track to be a better city 10 years from now.

However, comparative strength does not eliminate local concerns. Fewer than one-half of Calgarians are positive about opportunities for public input (49%), value for property tax dollars (44%), how The City manages spending (39%) or the current economic situation (46%). Viewed through the benchmarking lens, Calgary appears to be building from a stronger foundation of trust, satisfaction and confidence than many of its peer cities.

At the same time, the results suggest that challenges related to affordability, value, spending and resident influence remain important areas for improvement both in Calgary and across the broader municipal environment.

Perceptions of taxes: Calgary compared to National Municipal Benchmark for 5 cities



		National Municipal Benchmark	Calgary Difference
Increase taxes [NET]	54%	60%	-6
Increase taxes beyond the current inflation rate - to expand services	17%	21%	-4
Increase taxes at the current inflation rate - to maintain services at current levels	37%	39%	-2
Cut Service [NET]	46%	40%	+6
Cut services - to maintain current tax level	26%	22%	+4
Cut services further - to reduce taxes	20%	18%	+2

Q: Due to the increased cost of maintaining current service levels and infrastructure, the [City] must balance taxation and service delivery levels. To deal with this situation, which of the following four options would you most like the [City] to pursue?
Base: Calgary valid respondents (n=523)

↑/↓ Statistically higher/lower than
National Municipal Benchmark

Percentages may not total 100%
due to rounding.

Perceptions of taxes: Calgary compared to National Municipal Benchmark for 5 cities



Calgarians support service continuity, but with greater cost sensitivity than peer cities.

In Calgary, 54% favour a tax-increase option and 46% favour a service-cut option, compared with benchmark results of 60% and 40%, respectively. Within Calgary, 37% prefer taxes at inflation to maintain services, while 17% prefer taxes beyond inflation to expand them.

Across the benchmark cities, residents generally lean toward preserving municipal services rather than reducing them, even when doing so requires higher taxes. Calgary shares this preference, but with less consensus than observed elsewhere.

Calgary residents are more likely than residents in the other benchmark cities to favour service reductions, pointing to a more finely balanced tax-service tradeoff.

Compared with residents in the other cities, Calgarians appear more sensitive to the cost of services and more open to discussing service reductions as part of the tax-service trade-off. At the same time, a majority continue to favour maintaining or expanding services, suggesting that the challenge is less about choosing between taxes and services and more about demonstrating the value residents receive for their tax dollars.

	Calgary	High	Low	Benchmark
The overall quality of life in the [City] is good.	78%	78%	62%	70%
Information received from the [City] is easy to understand.	78%	78%	64%	71%
The [City] is a great place to make a living	75%	75%	45%	63%
The [City] fosters a city that is inclusive and accepting of all.	73%	78%	60%	70%
Information received from the [City] is trustworthy.	72%	72%	52%	64%
Information received from the [City] is timely.	69%	69%	47%	55%
I am satisfied with the overall quality of programs and services offered by the [City].	66%	66%	48%	59%
Overall, [City] is safe for all residents and visitors.	64%	78%	51%	63%
I am satisfied with the overall quality of customer service provided by the [City] employees.	60%	60%	54%	57%
The [City] practices open and accessible government.	59%	59%	32%	47%
Taking into account all of the things that are important, I trust the [City]'s municipal government.	59%	59%	29%	47%
I am satisfied with the way the [City]'s municipal government, including Council and Administration, is going about running our city.	58%	58%	22%	40%
[City]'s municipal government works to remove barriers so all residents can participate in programs and services.	57%	58%	39%	50%
Crime in my neighbourhood has increased in the last 3 years.	56%	58%	44%	50%
The [City] is on track to be a better city 10 years from now.	52%	52%	27%	39%
Residents of the [City] have enough opportunities to provide input into decision-making about City project and services.	49%	49%	33%	39%
The current economic situation in [City] is good.	46%	46%	21%	33%
I receive good value from the [City] for my municipal property tax dollars.	44%	44%	32%	37%
The [City] manages its spending in a way that reflects the needs and priorities of all residents.	39%	39%	16%	28%

*Note: agreement that neighbourhood crime has increased is a negative-valence indicator. Calgary being above the benchmark on that item should not be read as outperforming.



Calgary enters future challenges from a position of relative strength.

Across the five-city benchmark, no municipality consistently leads all measures. However, the comparison suggests that residents tend to be more positive about quality of life, community, services and municipal communications than they are about value for taxes, spending management and opportunities for public input.

Within this context, Calgary is at or near the high end of the five-city range on many measures of quality of life, communications, services, trust and municipal governance. This provides a strong foundation from which to address current and emerging challenges.

At the same time, Calgary's lowest-performing measures are similar to those observed across the broader benchmark. Demonstrating value for tax dollars, aligning spending with resident priorities and strengthening confidence in the future remain important opportunities for improvement.

The benchmark does not suggest that Calgary has fewer challenges. Rather, it suggests that Calgary enters those challenges from a comparatively stronger position than many of its municipal peers.



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