

**Calgary**



**Municipal Development Plan/Calgary Transportation Plan**  
**2018 Monitoring Progress Report**

# From the General Managers

As we approach the ninth year of the Municipal Development Plan and Calgary Transportation Plan, we are pleased to present the **Municipal Development Plan / Calgary Transportation Plan 2018 Monitoring Progress Report**. This Report demonstrates that together, as a community, Calgary is moving in the right direction towards achieving targets set by Council.



Progress is evident in the real change we see every day. More people are walking and cycling in our city. There are more housing choices in our neighbourhoods. More Calgarians are living in locations that benefit from nearby shops, amenities, services and high-quality transit than ever before.

Including the recent context of recession and recovery, Calgary continues to experience growth and economic prosperity. The City has made significant investments in community resources such as parks, transit infrastructure, public realm and streetscape improvements to enhance our communities, however, more action is needed to strengthen our natural assets, mitigate climate change impacts and support resiliency in our city.

While we are making progress, additional efforts will be needed to achieve our shared vision: Calgary - a great place to make a living, a great place to make a life. The information in this Progress Report provides context and insights around some of the key opportunities for positive change in our community.

The relationship between our Plans' goals and actions means that policy and program initiatives must continue to be integrated across multiple departments, and requires a sustained commitment to working together. It is our intention that this report highlights the progress made to date and provides guidance for determining the future direction of Calgary.

-Stuart Dalglish, Planning and Development and Michael Thompson, Transportation

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## Measuring Our Progress

The Calgary Municipal Development Plan and Calgary Transportation Plan are The City's key strategic policy documents that guide growth, mobility and city building.

Plans are available online at [calgary.ca](https://calgary.ca)



**Together, our Plans aim to develop the kind of city that Calgarians have asked for – a great city that attracts investment, jobs and business opportunities, grows in an environmentally sound and affordable manner, and provides more choices in how to travel and where to live.**

**In order to evaluate the progress being made towards the objectives of the Municipal Development Plan and Calgary Transportation Plan goals, a broad spectrum of indicators and targets have been developed.**

**14 Core Indicators** were created with the Plans in 2009 to measure progress towards their social, environmental and economic impact. The Core Indicators are associated with specific targets in the Municipal Development Plan, are used to monitor long-term trends, and have a clear direction for success. Taken together, the Core Indicators intend to provide a snapshot of progress towards our Plans' vision. (A summary of the Core Indicators and their trends is available on Page 6).

For the 2018 Progress Report, additional **tracking measures** were developed to support and enhance the information provided by the Core Indicators. While these measures have no specific target identified in the Municipal Development Plan, they can tell us whether we are heading in the right direction to achieve our vision in shorter time periods. Tracking measures also help to expand the story told by the Core Indicators, providing a richer overall understanding of Calgary's progress.

In this Progress Report, **seven strategic goals** of our plans (shown on page 4) were used to create **outcome** statements, which speak to achieving the collective vision of the Municipal Development Plan and Calgary Transportation Plan. The Core Indicators, along with additional tracking measures, are grouped in relation to those outcomes, which each have a chapter in the 2018 Progress Report.

## Plan Goals

### Managing growth and change

## Outcomes

**Managed growth and change** – The City of Calgary manages and supports fiscally responsible growth, and leverages community investments to support complete communities and to become an equitable, prosperous and sustainable city.

## Core Indicators



Urban Expansion

### Shaping a more compact urban form

**Compact urban area and complete communities** – Calgary is a compact urban area of complete communities.



Density



Accessibility to Daily Needs



Land Use Mix

### Connecting the city

**Connected city** – Calgarians have access to a safe, reliable and functional transportation system with meaningful choice in getting where they need to go, including public transit and active modes of transportation.



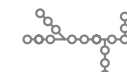
Roads and Street Infrastructure



Transit Service



Transportation Mode Split



Accessibility to Primary Transit Network

### Creating great communities

**Healthy, vibrant and inclusive communities** – Calgary's communities provide a range of housing options, local businesses, shops, open space and amenities that promote active and healthy living.



Residential Land Use Mix

### Urban design

**Attractive and memorable city** – Calgary is an attractive, walkable and memorable city with well-designed and high-quality urban spaces, buildings and streets.

### A prosperous economy

**Prosperous economy** – Calgary is home to an innovative and diverse economy that attracts people and businesses, fosters economic development and supports a strong workforce and prosperity.



Population & Jobs Balance



Goods Access

### Greening the city

**Green city** – Calgary is an environmentally sustainable and resilient city.



Urban Forest











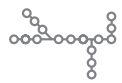









Watershed Health



District Energy



## 14 Core Indicators - Progress Trend Summary

Improvement	Improvement (Behind Trend for Goal)	Minimal/ No Improvement	Decline
  Residential Land Use Mix   Density   Accessibility to Daily Needs   District Energy   Land Use Mix	  Urban Expansion   Accessibility to Primary Transit Network   Transportation Mode Split	  Transit Service   Urban Forest   Population & Jobs Balance   Goods Access	  Road & Street Infrastructure   Watershed Health

## Progress Towards Our Goals – Highlights

During the 2014-2018 reporting cycle, there have been both successes and challenges in implementing the Municipal Development Plan and Calgary Transportation Plan, including:

- More transportation choices are available to Calgarians. While auto usage is steady, more people are walking and cycling.
- Density is increasing across the city, improving the efficiency of City investments and services like infrastructure and transit service.
- Growth is increasing in strategic areas like Main Streets and Activity Centres.
- Urban expansion is trending positively but there is less growth in established areas than intended.
- The amount of transit ridership remains unchanged.
- Environmental performance remains a challenge in Calgary. Greenhouse gas emissions continue to rise.

We now have a more comprehensive picture of our achievements in the implementation of the Plans as well as an evaluation of their outcomes at both the community and city-wide levels. Over 40 indicators and tracking measures were chosen for the 2018 monitoring program based on their relevance to Plan goals, the availability of data sources, and their relationship to the work of City priority programs, policies and actions implementing our Plans' visions.

The data and information found in the sections that follow informs municipal decision making – reporting on the state of our city today, so that we can better adapt and plan to meet the needs of our future.

The 2018 Progress Report contains Core Indicator and performance highlights only. A comprehensive Municipal Development Plan/Calgary Transportation Plan 2018 Background Progress Monitoring Report is available at [calgary.ca](http://calgary.ca), containing all measures that were updated in 2018.







Looking ahead to 2076  
2.4 million Calgarians

## Managed Growth and Change

The City of Calgary manages and supports fiscally responsive growth, and leverages community investment and development to create complete communities. Calgary is an equitable, prosperous and sustainable city.



## Plan objectives

- Maintain strong relationships with key stakeholders and regional partners.
- Conserve land supply and support fiscally responsive growth with strategic intensification.
- Support integrated City decision-making.
- Provide a public accountability structure for making growth and change decisions.

The City continues its work to direct and plan for balanced growth ensuring that we sustain and promote a healthy environment and an urban economy where residents, businesses and neighbourhoods thrive.

An evolving and fluctuating economy, growing population, demands for new infrastructure and services, increasing inequality and household needs, and a changing climate all pose challenges to our city. Future growth is crucial as it supports an expanding and diverse economy and allows for resources and infrastructure to be used efficiently.

The Core Indicators and additional tracking measures for this Goal relate to the patterns and distribution of growth in our city. Our Plans propose a more compact urban area by achieving a balance of growth between the **Developed** (inner city and established communities) and **Developing** (greenfield or new suburban communities) areas of the city.

Accomplishing this means encouraging more development within the Developed Areas of the city than was encouraged in the past, and directing a larger portion of new housing and jobs to higher intensity, mixed-use areas that are well connected and served by high-quality transit.



## In 2017 Calgary had

**1,246,000 people**  
 + 156,000 since 2013  
 + 255,000 since 2006

**506,000 dwelling units**  
 + 38,000 since 2013  
 + 98,000 since 2006

**685,000 jobs\***  
 + 38,000 since 2011  
 + 77,000 since 2006

\*2017 figure unavailable - 2016 data used

## Calgary's population and land area growth 1981-2017



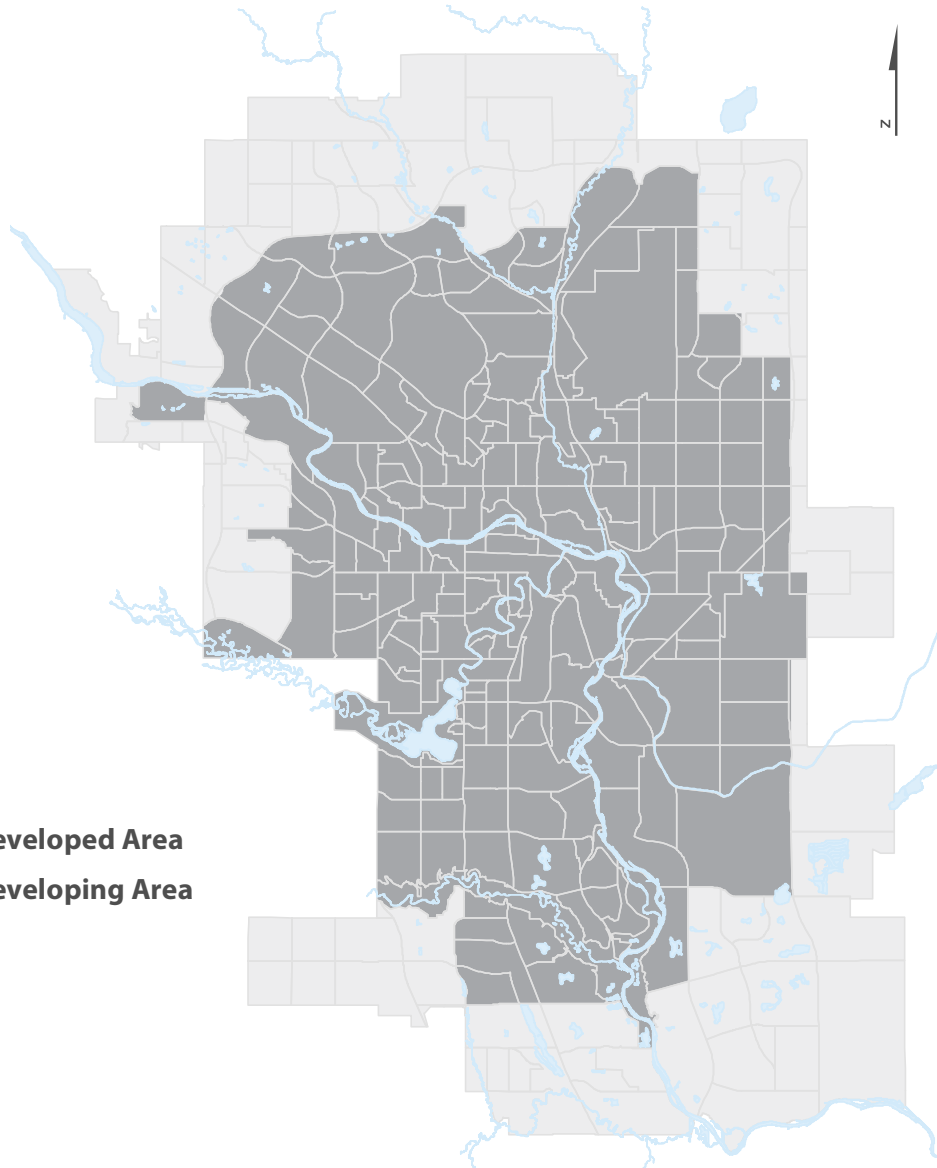
**1981**  
 592,000 residents  
 273 km<sup>2</sup> of developed land

**2001**  
 875,000 residents  
 400 km<sup>2</sup> of developed land

**2017**  
 1.25 million residents  
 504 km<sup>2</sup> of developed land

Since 1985, Calgary's population and land use area has more than doubled. Each new community requires new schools, roads, fire stations, and other city services.

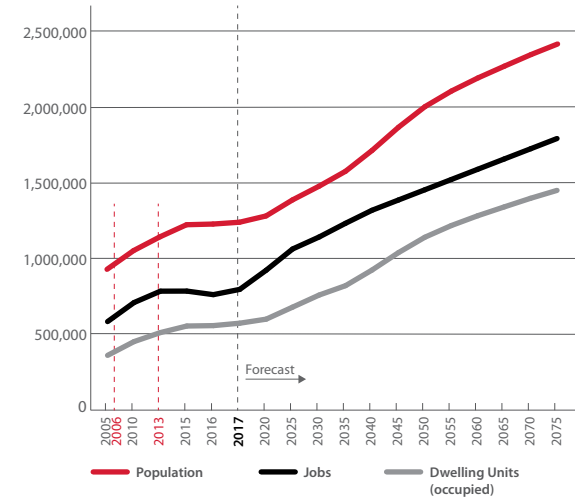
We've added 290,000 people, over 100,000 dwelling units and 108,000 jobs since 2005.



**Legend**

- Developed Area**
- Developing Area**

**Population, Jobs and Household Trends Forecast**



**2006 baseline**

**956,000 people**  
**608,000 jobs**

**2076 projection**

**2,400,000 people**  
**1,200,000 jobs**

**Core Indicator**



## Urban Expansion

This indicator shows the outward expansion of the city by measuring the population growth accommodated within the Developed Area since 2006 as a percent of total citywide population growth.

### Benefit

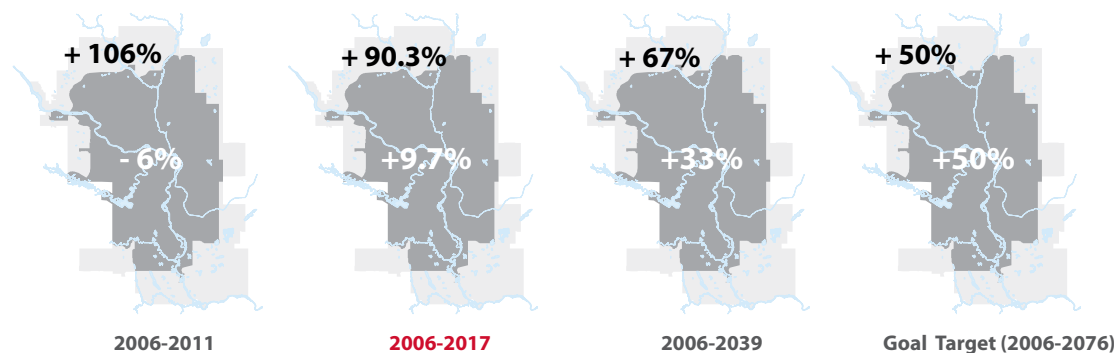
Encouraging growth within the Developed Area of the city makes the best use of our existing land, reduces the cost of City services, locates residents closer to where they work, shop and play, and makes walking, cycling and transit more attractive as a mode of transportation, reducing the need to drive to meet daily needs.

### How are we doing?

The majority of growth is still occurring in Developing Areas. Overall, the indicator continues to show that The City is slowly moving in the right direction. Development and growth trends show positive performance after 2011, however progress towards the target was not as significant as intended in earlier years. Consequently, with relatively steady suburban growth and moderate forecasted population growth, this target may become increasingly difficult to achieve.

To meet our long range target of 50 percent and interim 2039 target of 33 percent of cumulative growth to the Developed Areas, a much greater percentage of new homes will need to be accommodated in the Developed Areas. For progress to move forward, it will be important to continue to add population in the Activity Centres and Main Streets identified in our Plans.

## Cumulative Population Growth Developed and Developing Areas



### Developed Areas:

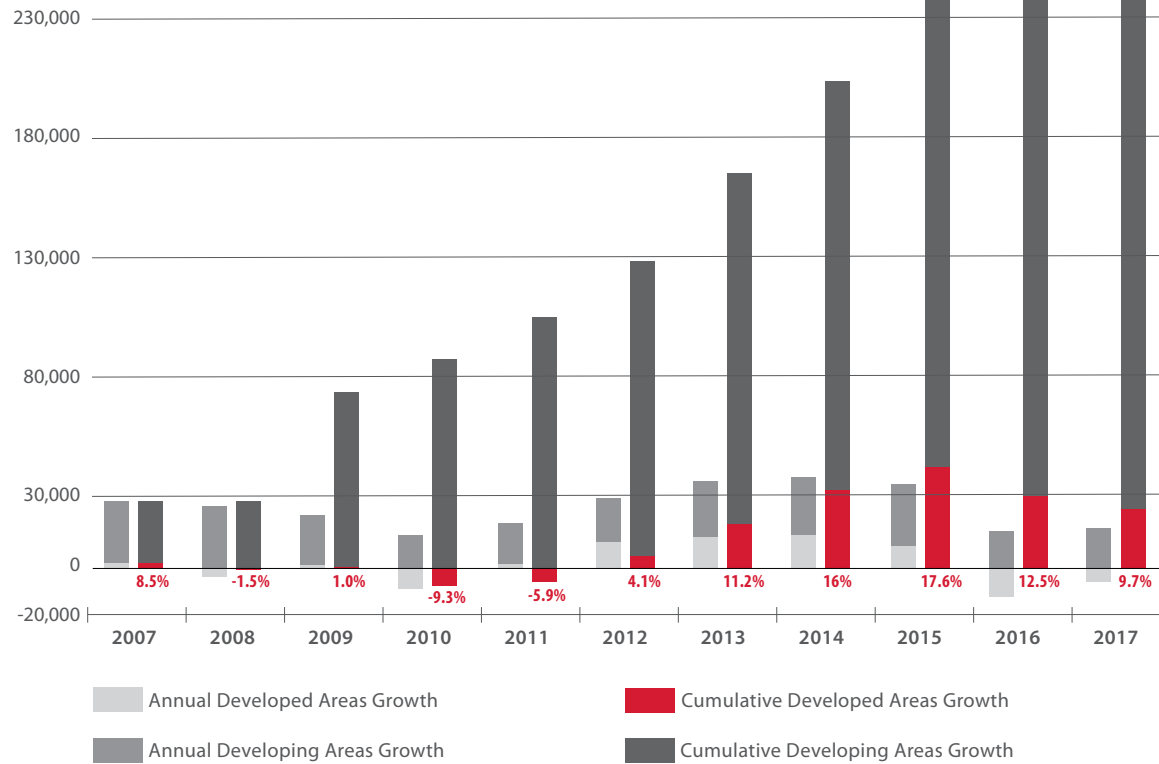
These areas include portions of the city that were fully built-out as of 2006. The Developed Areas encompass the Inner City (neighbourhoods developed prior to the 1950s), the Established Areas (neighbourhoods built out between the 1950s and 1990s), the Centre City, as well as various employment-oriented typologies.

### Developing Areas:

These areas include new residential communities, commercial areas and industrial subdivisions still under development, or being planned for future development in 2006 when the Plans were approved by Council.

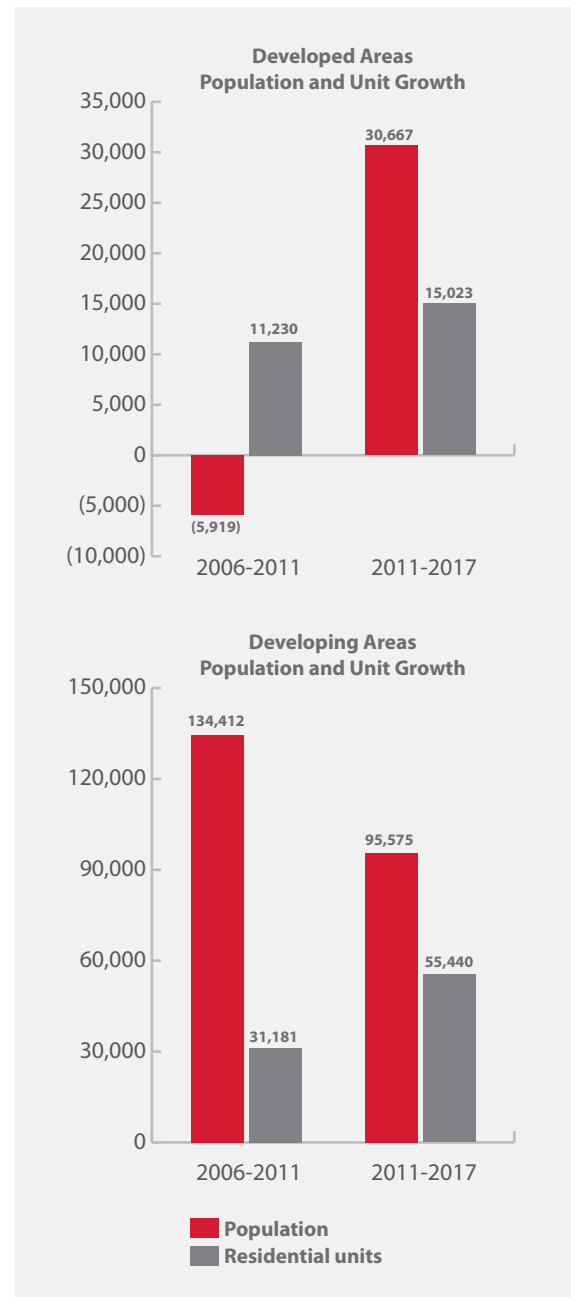
Although many communities in the Developing Areas are now fully built-out, the 2009 boundary is still used for reporting. This allows for consistent measurement of population growth and distribution across Calgary from a fixed point in time.

## Annual and Cumulative Share of Growth to the Developed and Developing Areas



Population growth targets for the Developed Areas are cumulative, taking into account the percentage of citywide population growth since 2006 that was captured within the Developed Areas. If the share of overall growth accommodated in the Developed Areas is below target for a given year, following years will require larger shifts to meet the final goal.

To meet the 33 per cent growth share in the Developed Area for the 2006-2039 period, approximately 47 per cent of growth would need to be captured annually in the Developed Areas over the next 20 years.





## Tracking Measure

### Share of Total Cumulative Dwelling Unit Growth

This measure tracks the distribution of residential growth occurring within the city boundary.

Adding homes in areas of the city that already have amenities, services, schools and infrastructure will help us manage costs. Growing in this way also provides greater housing and transportation choices for Calgarians and helps sustain and enhance vitality and character in established local neighbourhoods.

### Percent of dwelling units constructed in the Developed Area

2006-2011	2012-2017	TOTAL 2006-2017
26.5%	27.1%	26.8%

### Cumulative population growth in the Developed Areas

2006-2011	2012-2017	TOTAL 2006-2017
-5.9%	25%	9.7%

Since 2006, approximately 10% of cumulative population growth has been captured in Developed Areas.

## How are we doing?



While suburban areas continue to dominate housing growth, significant change has occurred in other areas, particularly the Centre City and Community Activity Centres.

Between 2006 and 2017 approximately 10% of population growth was accommodated in the Developed Areas. However, during this same period, the Developed Areas captured 27 per cent of all dwelling unit growth.

The discrepancy between these numbers results from the different ways that population growth, and dwelling unit construction are affected by the economy.

The Developed Areas sees large spikes in population during strong economic years, and net losses during times of recession. Dwelling unit growth is less nimble than population growth, as planning, development, and construction may take years, particularly in large multi-family buildings which make up the majority of new unit growth in the Developed Areas. As a result, less immediate change occurs in the construction rate of dwelling units when the economy shifts. Furthermore, during times of recession, units may sit empty, but are rarely demolished without being replaced.



## Future tracking measures

Based on the further review and analysis of the Plans' objectives and the future availability of data, The City will consider additional measures related to the strategic intensification and investment in both the Developed and Developing Areas, as well as potential land supply measures.

## What is The City doing to achieve Managed Growth and Change?

The following City actions are advancing the objectives of our plans:

- Main Streets
- Green Line Light Rail Transit
- RouteAhead transit plan
- Off-site Levies
- Infrastructure Calgary
- Established Areas Strategy
- New Community Growth Strategy
- Centre City, Developed Areas, New Communities Guidebooks
- 2020 Sustainability Plan



## **Compact Urban Area and Complete Communities**

Calgary is a compact urban area of complete communities.

## Plan objectives

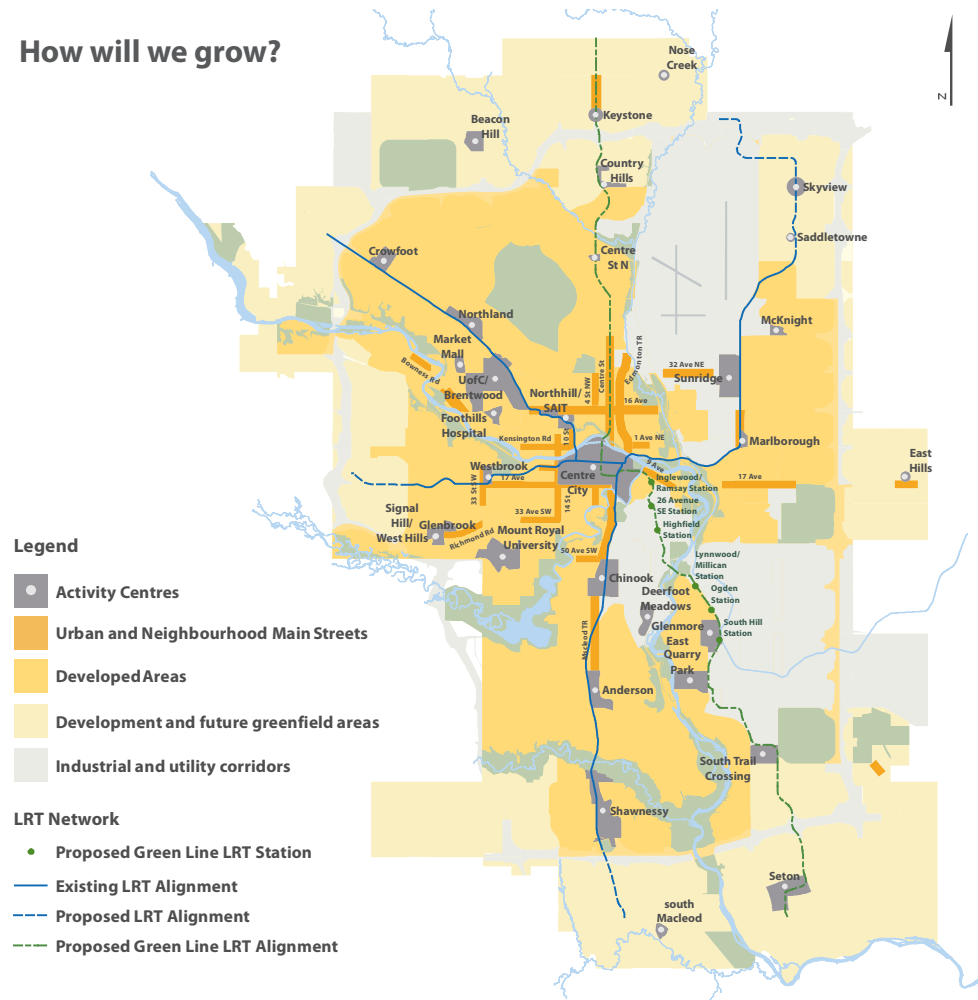
- Create transit-supportive, mixed-use Activity Centres and Main Streets
- Optimize population and job growth close to transit
- Foster distinctive, complete communities
- Support strong, stable neighbourhoods, sensitive infill and redevelopment

Our Plans encourage future housing and job growth in specific areas of the city. These areas include Activity Centres and Main Streets with retail and business districts supporting higher density, more diverse forms of housing, public and essential services, and amenities for Calgarians. These areas all have frequent and high-quality light rail or bus transit service.

Modest growth will occur outside of these areas in all communities. This allows for a range of housing types suitable for all ages, lifestyles and needs in a way that respects and enhances the existing character of the community. The aim is to maintain or create a stable and vibrant inner city and established communities with a population sufficient to support shops, services, schools and valued amenities.

The Core Indicators and tracking measures for this goal relate to Calgary's evolution towards a more compact urban area of complete communities. The measures that follow show the success of our Plans and other City policies in increasing densities city-wide as well as encouraging people to live within or near strategic growth areas and neighbourhoods that benefit from established amenities and services.

## How will we grow?



COMPACT URBAN AREA AND COMPLETE COMMUNITIES



**Core Indicator**



## Density

Density is measured by taking the total number of people and jobs, and dividing by the total built-up area for a given year, providing a per-hectare city-wide density measure.

### Benefit

Directing future urban growth in a way that fosters more compact and complete neighbourhoods has benefits for individual communities, and for Calgary as a whole.

Areas with higher densities offer more housing and mobility options, and have a population that supports increased amenities and infrastructure.

At a city-wide level a more dense urban form reduces the cost of service provision (including roads, water, and waste management), and requires less revenue in the form of taxes to provide the quality of life that Calgarians enjoy.

From 2006 to 2017 there was a City-wide increase in population density of about 11%.

### How are we doing?

The population density indicator continues to show positive performance. As Calgary continues to grow, it is anticipated that increased housing opportunities will be strategically located within focal areas for growth – primarily in Activity Centres and along Main Streets. Increasing residential development throughout the city will give Calgarians a more livable, vibrant and resilient city.



### People per Hectare



2006	2011	2017	Plan Target
22.3	23.2	24.7	27

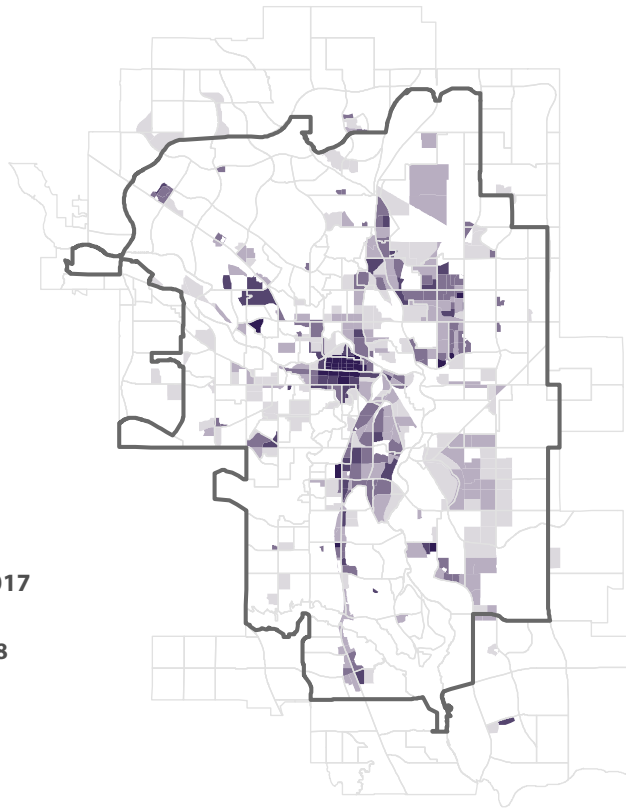
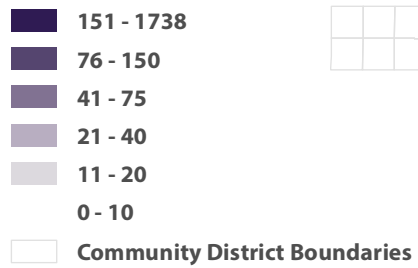
### Jobs per Hectare



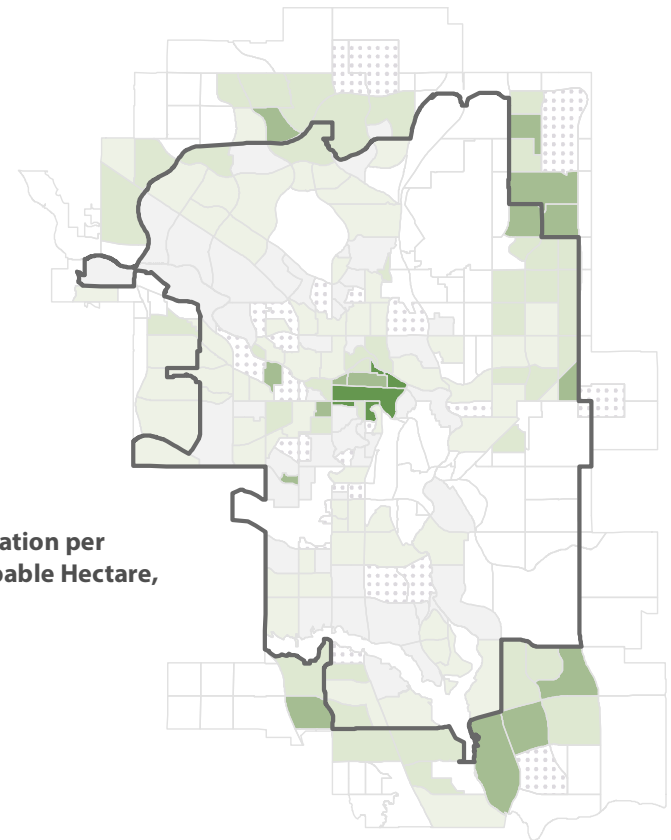
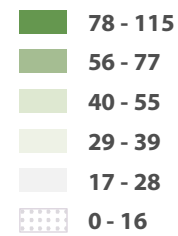
2006	2011	2017	Plan Target
13.7	13.8	13.5	18



**Job Density, 2017**



**Density Population per Gross Developable Hectare, 2017**



**Core Indicator**



## Accessibility to Daily Needs

Accessibility to daily needs is measured by the percentage of Calgarians living within Activity Centres, or within 600 metres of Main Streets.

### Benefit

Encouraging new development and redevelopment that focuses on intensifying and diversifying housing and urban activities within community hubs (Activity Centres and Main Streets) around transit stations and premium transit routes makes efficient use of public investment and infrastructure. Destinations in a community encourage more walking, cycling and transit use. This also strengthens our business and commercial districts.

### How are we doing?

In 2017, 21 per cent of Calgary's population was located within Activity Centres and Main Streets, which exceeded the 2020 target of 20 per cent. These strategically important areas have added over 30,000 people since 2006. This share of growth is consistent with long term objectives.

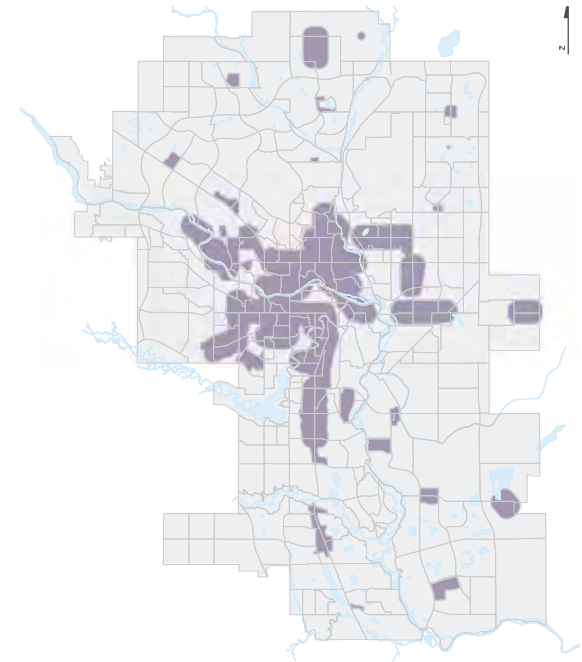
21% of Calgarians live in areas with easy access (600m) to Main Streets and Activity Centres.



### Progress 2010-2017



2010	2012	2017	TARGET
18%	19%	21%	50%



**Core Indicator**



## Land Use Mix (Land Use Diversity Index)

The Land Use Diversity Index measures the variety of Land Use Districts within the city’s urban area (excluding Centre City) and the share of land within each district. The city-wide index is the average of all community indices.

### Benefit

Communities that are diverse, or have a greater mix of uses, tend to have more destinations. Residents tend to be able to access more services, products and amenities that they need within the neighbourhood. By growing in a way that brings together places where you live, work, and play, daily trips become more convenient and you spend less time travelling. This improves the quality of your experience living in the city and fosters a sense of community.

### How are we doing?

There has been improvement in Land Use Diversity since 2012, and in the past 5 years, the indicator has increased from 0.53 to 0.56. The Land Use Diversity Index shows good performance meeting the 2020 Sustainability Direction target.

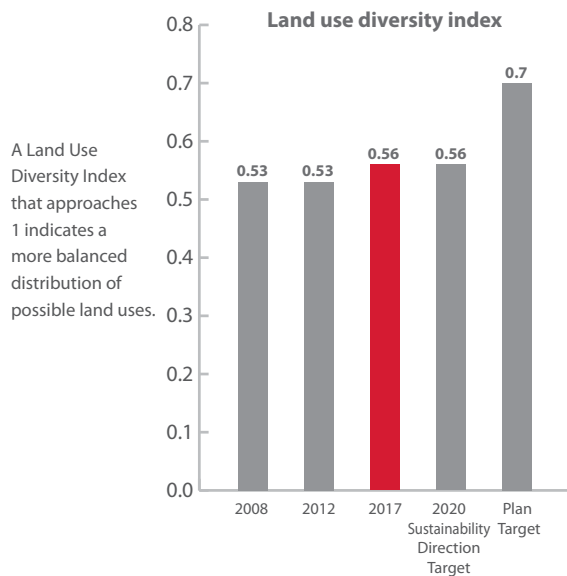
Generally, the biggest change in land use diversity is in new communities where more complete, mixed neighbourhoods are being built. In established communities, land uses do not change as often, and when they do, much smaller areas are changed. While there is improvement occurring in the Developed Areas, the changes are slower and more incremental.



### What is The City doing to achieve a Compact Urban Area and Complete Communities?

The following City actions are advancing the objectives of our plans:

- Established Areas Strategy (Industry-City workplan)
- Centre City, Developed Areas, and New Communities Guidebooks
- Infrastructure Calgary
- Green Line Light Rail Transit
- Improved connectivity to Main Streets and Activity Centres through RouteAhead and the Step Forward pedestrian strategy
- Off-site levies
- Online applications and reviewing improvements to minimize the process for starting a new business



From 2012 to 2017 there was a 15% increase in Land Use Diversity.





## Connected City

Calgarians have access to a safe, reliable, and functional transportation system, with meaningful choices that include public transit and active modes of transportation.



## Plan objectives

- Link infrastructure investment to sustainable land uses
- Promote safety for all travelers
- Provide more transportation choices that are affordable and accessible
- Make walking, cycling and transit preferred choices for more people
- Support a prosperous economy by moving people and goods efficiently
- Support environmental sustainability
- Manage our infrastructure well

Mobility is a primary need of citizens in any city. Being able to get where you want to go safely, comfortably and affordably by a variety of transportation choices contributes to the vitality and prosperity of the community. The indicators and measures for this goal track how the travel choices of Calgarians are changing over time, the amount and quality of transit service in Calgary and the safety of travel in the city.

Our Plans recognize the importance of providing transportation choice to Calgarians while balancing the effective movement of goods in order to keep our economy moving. City policies and programs are focused on maintaining and increasing accessibility to the Primary Transit Network, investing in an increased and safer Transit Service, and working to make walking, cycling and transit more attractive modes of transportation.



**Core Indicator**



## Road and Street Infrastructure

Ratio showing the amount of Roads used for high-speed, long distance travel to Streets used for local residents, businesses and services.

### Benefit

Calgary needs to have efficient transportation to be competitive, but needs to be well connected to sustain vibrant communities, provide safe travel and support local business. Skeletal roadways are the major transportation connections that carry cars and trucks long distances at high speeds while arterial streets provide access to homes, businesses and local services. A city needs a balance of both.

### How are we doing?

In 2005, Calgary had a road to street ratio of 0.72, meaning there was 1 km of Skeletal Roads for every 0.72 km of Arterial Street. When the Calgary Transportation Plan was implemented, roadways across the city were reclassified to a new system. This reclassification shifted the ratio to 0.49, exceeding the plan target.

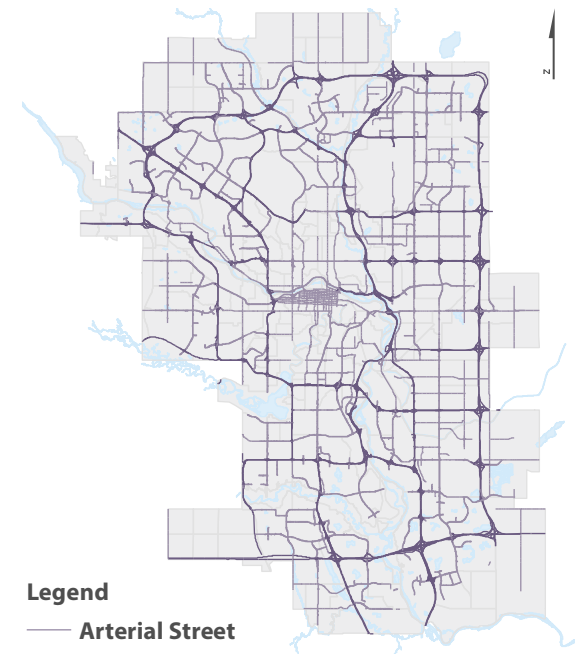
In 2017, this shifted significantly again to 0.61 after the construction of the Stoney Trail ring road, returning to behind our target for this indicator.



### Skeletal Road to Arterial Street ratio



2005	2012	2017	TARGET
0.72	0.49	0.61	0.56





## Accessibility to Primary Transit Network

Accessibility to the Primary Transit Network is measured by the percent of population and jobs that are located within 400 meters of the Primary Transit Network.

### Benefit

The Primary Transit network is a system of interconnected routes that are fast, convenient, and easy to use. Primary transit routes run every ten minutes, 18 hours a day, seven days a week. Having access to this level of service is key to making travel affordable and easy throughout Calgary.

### How are we doing?

In 2005, there were no areas in Calgary that had Primary Transit Network levels of transit service. By 2012, service levels on Route 3 and both CTrain lines were increased and 37 per cent of jobs and 12 per cent of the population were in the Primary Transit Network area.

The recent economic downturn has slowed the expansion of transit service but the percentage of jobs served by the Primary Transit Network has remained the same in 2017. The population served has increased to 14 percent because of increased inner-city redevelopment.



### Jobs and population within 400m of the Primary Transit Network



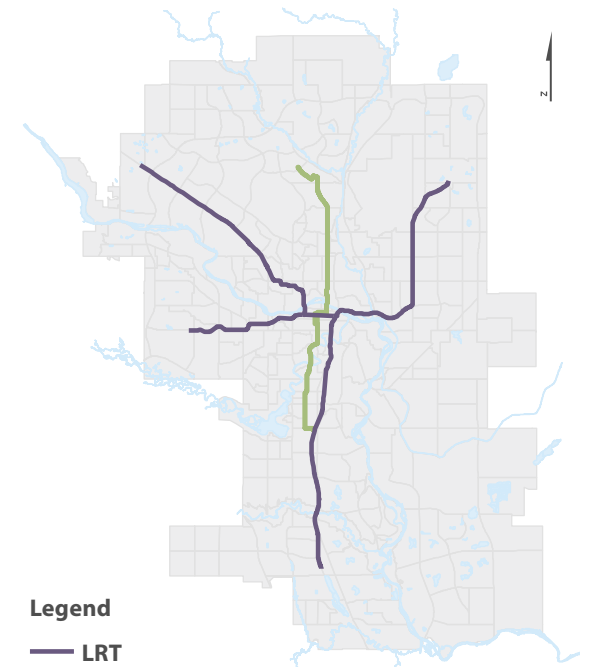
#### Jobs

2005	2012	2017	TARGET
0%	37%	37%	45%



#### Population

2005	2012	2017	TARGET
0%	12%	14%	67%



#### Legend

- LRT
- Bus Line Route 3

The Primary Transit network is a system of interconnected routes that are fast, convenient, and easy to use. Primary transit routes run every ten minutes, 18 hours a day, seven days a week.

**Core Indicator**



## Transit Service

Transit Service is measured by annual transit service hours divided by total population for a given year. In a growing city, more service is required each year to maintain a baseline level.

### Benefit

Transit service needs to be frequent and reliable to attract a high level of ridership. People begin to rely on transit as a preferred mode when they are able to walk a short distance to service and can expect a bus or train to arrive with minimal wait time.

### How are we doing?

Investments in service improved between 2005 and 2012, when the city was experiencing economic growth. During the recent economic downturn, fewer transit riders resulted in decreased service.

Calgary Transit strategically adjusted schedules, however some service was removed altogether. Considerable effort will be needed to reverse this decrease and move towards the Plans' target.



### Transit service hours per capita



2005	2012	2017	TARGET
2.22	2.36	2.24	3.70



**Core Indicator**



## Transportation Mode Split

Percentage of all-purpose, citywide trips made by walking, cycling, transit and car within a 24-hour period. This includes trips for work, school, leisure or other.

### Benefit

Most people have access to a variety of travel modes, but will only choose one if it is safe, affordable and easy to use.

### How are we doing?

The proportion of trips made by walking and cycling increased strongly in the 2012-2017 reporting period, reversing a previous negative trend, and making important progress towards the indicator target. Contributing factors to this increase include the implementation of Complete Streets in 2013, population growth in areas with high walkability such as the Beltline, and creation of the Cycle Track Network in 2014.

Trips made by transit saw a decrease in mode share in 2017, continuing a negative trend from 2005 to 2012. Reductions in service prompted by economic downturn impacted the ability of transit to recover from previous decreases in mode share.

Automobile travel has remained the primary transportation option for Calgarians, but the mode share has decreased by approximately 5 per cent during the latest reporting period. As the city's population has grown, transportation options are being accessed more evenly – a trend that will need to continue to achieve the indicator targets



### Mode Split Percentage



2005	2012	2017	TARGET
14.0%	12.5%	17.7%	20-25%



2005	2012	2017	TARGET
9%	8.5%	8.3%	15-20%



2005	2012	2017	TARGET
77%	79%	73.9%	55-65%



## Transportation network and transit safety

Safety is the primary concern for all parts of the transportation network. Whether moving by foot, by car, by bike or by transit, Calgarians should be able to travel safely and securely. This means that people can travel to where they need to go on streets, sidewalks and pathways that are in good condition. It means that traffic collisions are minimized and that constant improvement is made. It also means that Calgarians feel secure when they are traveling on the transit system.

### Tracking Measure



#### Safety of Transit Service (Reported Customer Perception)

##### Average Safety Ratings (out of 10)

2008	2012	2016
7.2	7.8	7.9

Planning, designing and operating a safe transit system is essential to providing high-quality service. Calgary Transit monitors how safe customers feel when using the system annually. When transit service is safe, reliable and comfortable, more citizens will use the service more often. This benefits transit users with a better experience, and the whole community by lowering congestion and infrastructure costs.

### Tracking Measure



#### Safety of the Transportation Network

The frequency of injury collisions continues to fall, which is partly influenced by improving infrastructure by investing in areas that see high numbers of collisions.

The number is also influenced by changing travel behaviours and technologies, such as safer vehicles or more distracted driving. Council approved strategies, like Step Forward, aim to drastically change these by beginning a Vision Zero campaign.

#### Injury and Death Collisions per 100,000 People

##### All Modes of Travel

2008	2012	2016
289	248	200

##### Pedestrians & Cyclists

2008	2012	2016
75	65	56



## What is The City doing to the achieve a Connected City?

The following City actions are advancing the objectives of our Plans:

- The Green Line Light Rail Transit will improve mobility choices for Calgarians, providing efficient service and direct connections to destinations throughout the city
- RouteAhead Transit Plan
- Step Forward Pedestrian Strategy
- Cycling Strategy
- Complete Streets
- Main Streets
- Bus Rapid Transit Network
- Crowchild Trail upgrades



## **Healthy, Vibrant and Inclusive Communities**

Calgary's communities provide a range of housing options, local businesses, shops, open space and amenities that promote active and healthy living.



## Plan objectives

- Ensure choice of housing forms, tenures, and affordability
- Respect and enhance neighbourhood character and vitality
- Protect heritage and promote public art
- Create quality parks, open spaces and community amenities
- Promote community education and engagement

Calgary is a collection of great communities. We have safe, affordable housing that supports healthy lifestyles and social interaction. Our communities provide opportunities to participate in creative and physical activities and to be engaged in civic life.

We measure this goal by looking at the diversity of housing options that are available to Calgarians, and the affordability of those options. We also track the access that people have to parks, green spaces, healthy food and other amenities in their neighbourhoods. These measures are helping to ensure that all Calgarians, both current and future, can enjoy the benefits of living in a complete community and monitor Calgary's reputation as a healthy, innovative, and inspiring urban centre.

## Housing choice

A city requires a wide range of housing options in order to meet the needs of a diverse society at different stages of their lives.

Our plans support a range of housing choice with a variety of types and prices throughout the city. We measure housing choice by looking at housing availability, affordability and accessibility.



**Core Indicator**



## Residential Land Use Mix

Residential Land Use Mix measures the potential housing diversity, in terms of the area and number of residential land uses in a community, averaged city-wide.

### Benefit

A complete community offers residents a range of housing options that respond to the changing needs at the various stages of their lives. A socio-economically and age-diverse population is better able to support local retail and commercial services and most-effectively use amenities like parks and public transit. Complete communities are often less affected by community demographic lifecycles, and can better support business and a vibrant, safe public realm.

### How are we doing?

This indicator will change slowly city-wide. In 2017, the Residential Diversity Index was 0.22, an approximately 10 percent increase in housing diversity. Development in new communities, where a greater range of residential uses are now required, has helped to move this indicator. Redevelopment and change is more incremental in the Developed Areas, where programs like Main Streets are important in providing and supporting a greater variety of housing choice.



### Residential Housing Diversity



2006	2011	2017	TARGET
0.19	0.20	0.22	0.4

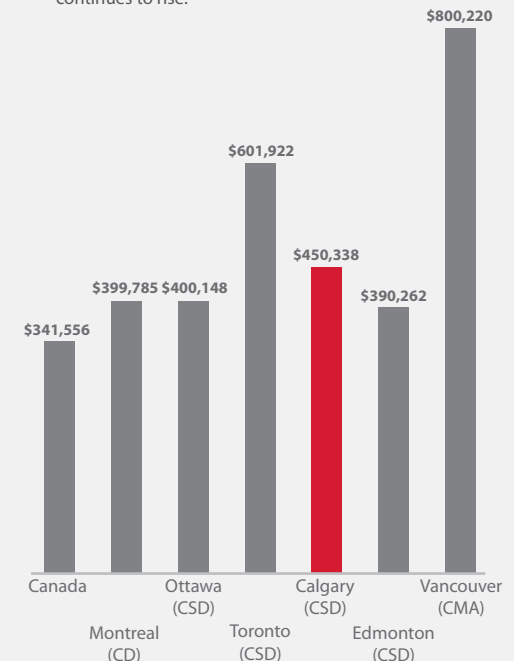
A Residential Land Use Mix that approaches 1 indicates a balanced distribution of residential land uses. To reach our target of 0.4, The City should encourage a variety of residential land use districts through a mixture of policy, guidelines and initiatives.

## Tracking Measure



### Canadian Median Owner Estimated Housing Value, Comparison of Six Cities

- In 2016, the median owner-estimated dwelling value in Calgary was \$450,338. This is higher than the national median of \$341,556.
- Although Calgary had a slightly higher median housing value than most other major cities in Canada, it remains significantly lower than the housing values in Toronto and Vancouver. This presents Calgary as a competitively affordable metropolitan area, given its economic opportunities and amenities. However, support for housing diversity and investment in affordable housing will become more important as median housing value continues to rise.



CSD or Census Subdivision is the defined area of a municipality used for reporting purposes

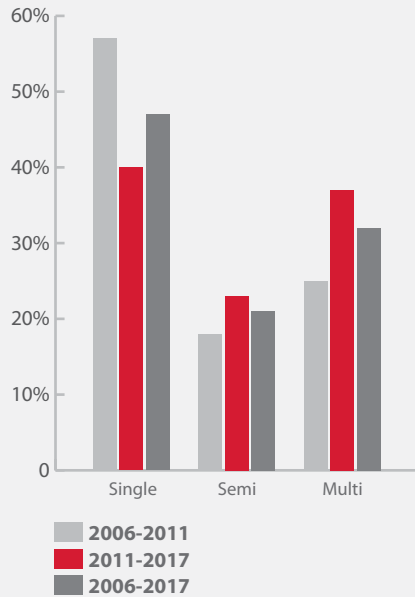
## Tracking Measure



### Number of Net Housing Units by Type

This measure indicates how we're performing at providing a range of housing unit types to meet the needs of residents at the various stages of their lives.

Recently, the amount of semi-detached (ground-oriented housing) and multi-unit dwellings has increased. Market forces, affordability, lifestyle choices, demographics, and policy have all contributed to this change.



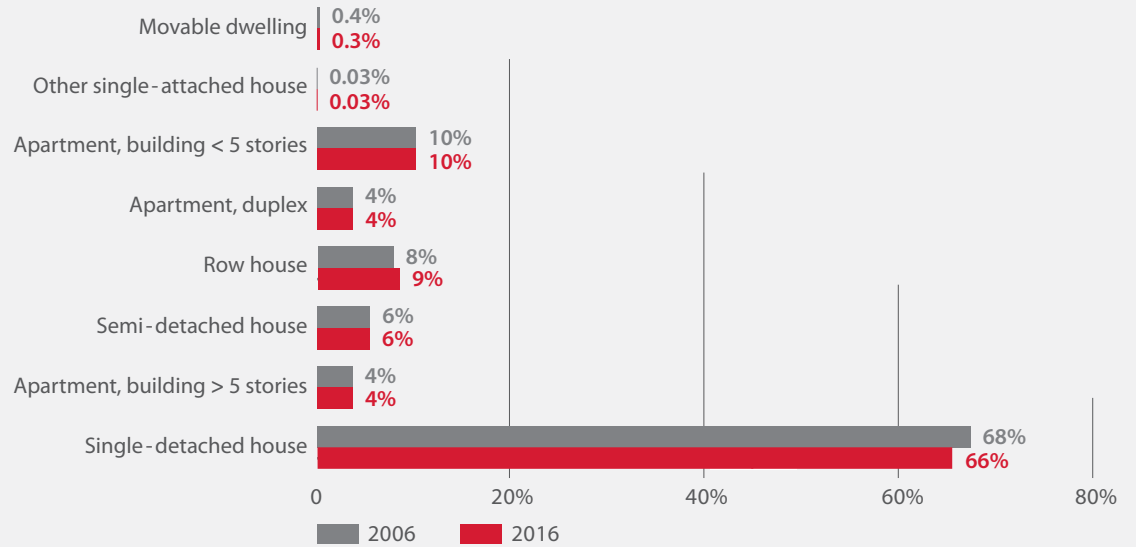
## Tracking Measure



### Population Distribution by Dwelling Structure Type

This measure shows what type of homes Calgarians live in, ensuring that we work towards providing a balanced variety of housing types for a diverse population.

In 2016, 66 per cent of Calgarians lived in single-detached homes. Another 19 per cent lived in various types of apartments, while 9 percent lived in row housing and 6 per cent in semi-detached housing.



## Tracking Measure

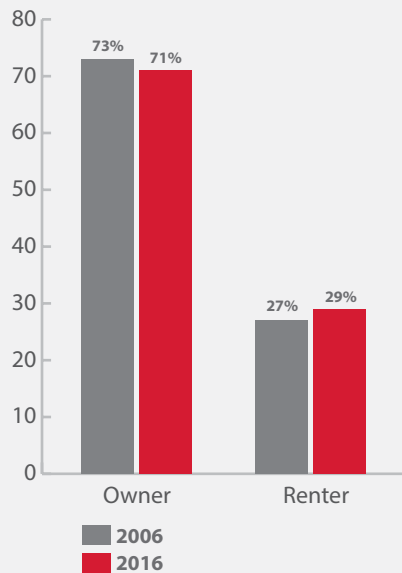


### Number of Net Housing Units by Tenure

A mix of rental and owner-occupied housing is one indication that there are affordable and appropriate housing options for all Calgarians.

This measure ensures we work towards providing housing tenure choice in locations that offer commercial and retail services, transit and cultural and physical facilities as needed by residents at various stages of life.

The rate of homeownership fell slightly over the past decade, from 73 per cent in 2006 to 71 per cent in 2016.



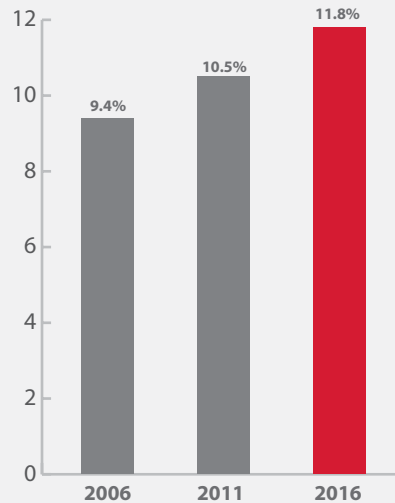
## Tracking Measure



### Percentage of Households in Core Housing Need

A household is said to be in Core Housing Need if its housing is in poor repair, does not have enough bedrooms for the size of the household, or is unaffordable and that household would have to spend 30 per cent or more of its income to pay the median rent for acceptable housing.

In 2016, there were 52,965 Calgary households, or 11.8 per cent, in core housing need. The rate of core housing need has increased steadily from 9.4 per cent in 2006 to 11.8 per cent in 2016.



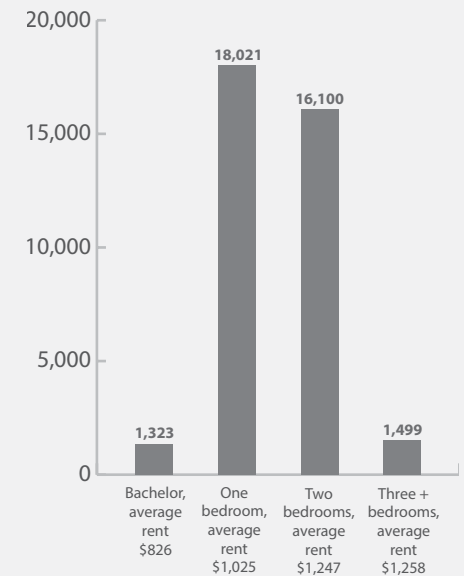
## Tracking Measure



### Number of Private Rental Apartment Units by Bedroom Type in Calgary

This measure shows if we have a variety of rental housing to accommodate different sized households.

There were 36,943 private rental apartments in Calgary in October 2017. Of these, the majority had one or two bedrooms.







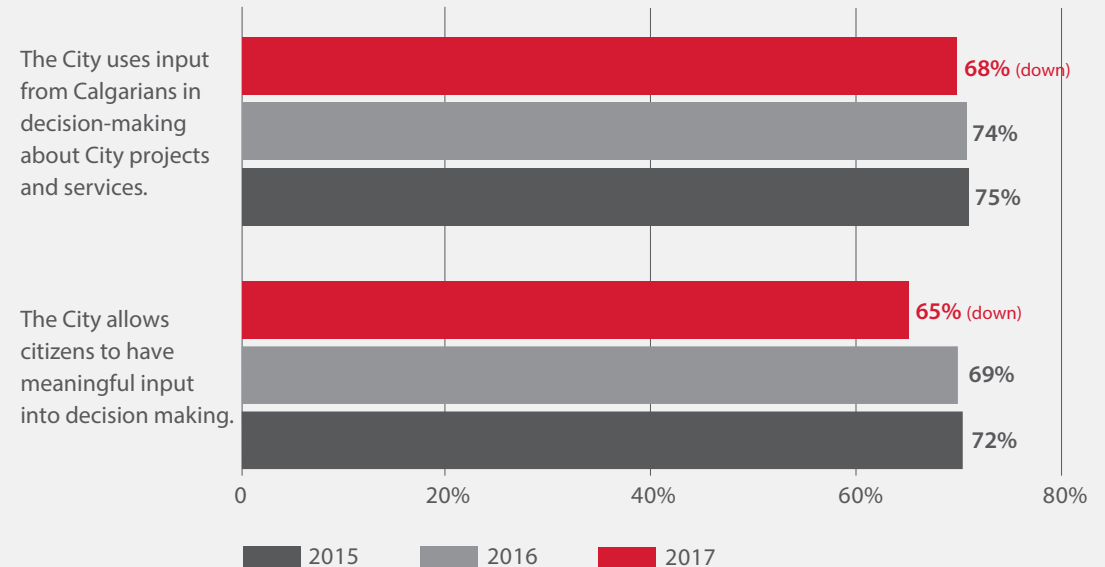
## Citizen Engagement

Accomplishing the goals of our shared vision for Calgary requires that all citizens feel engaged and empowered to take part in city-building processes. Results from the 2017 Citizen Satisfaction Survey indicate a decline in perception of the opportunity to have meaningful input into City decision-making.

## Tracking Measure



### Resident Perception of Opportunity to Have Meaningful Input into City Decision-Making





### Food Health, Access and Availability

Easy access to fresh and affordable food may assist in creating complete and healthy communities and as well as enhancing community sustainability. Citizen interest in food system assets such as community gardens, farmers’ markets, urban farms, beekeeping, and community food projects continues to increase. Significant progress has been made in furthering City-led actions in the food system since the last progress report in 2014.

### Tracking Measure



#### Access to Community-based Food System Assets

##### Community gardens

2012	2017
111	149



##### Community orchards

2012	2017
4	8



##### Urban farms

2012	2017
0	2



##### Farmer’s markets

2012	2017
9	12



### Tracking Measure

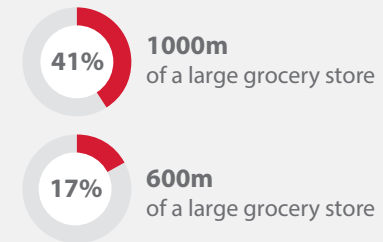


#### Access to Healthy Food

This measures the number of Calgarians living within 600 and 1000 metres of a large format grocery store (top 10 national chains).

These distances do not take into account the mobility of different pedestrians, particularly when slopes, street infrastructure or climate conditions impose challenges.

We will be further developing this tracking measure to better indicate the extent to which communities are designed to facilitate access to healthy foods.





## Heritage Conservation

The protection of the City’s heritage resources is a vital part of conserving shared cultural identity, connecting Calgarians to our past, future, and each other. The presence of heritage resources improves a community’s liveability; resources are sources of community pride and enduring landmarks. Local investment and tourism are drawn to areas with heritage sites, which contributes to the vibrancy of communities. Heritage sites also offer flexibility and economic resiliency as spaces for small business and cultural activities.

### 2008-2017 Conservation Highlights

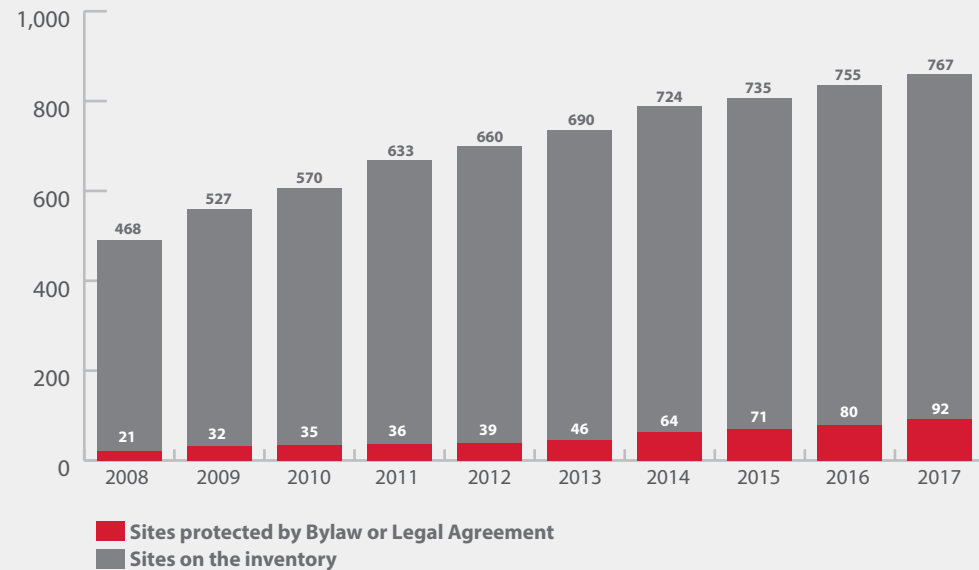
- The Inventory of Evaluated Historic Resources grew by 299 sites – an increase of 64%
- 70 additional sites were protected locally through Bylaw or Legal Agreement – a 314% increase
- Currently 12% of Inventory sites are protected through Bylaw or Legal Agreement

## Tracking Measure



### Historic Resource Conservation

This measure compares the total number of sites that have been researched and adopted to the Inventory of Evaluated Historic Resources (excluding any demolished) to the number of sites that have been formally protected through bylaw or legal agreement.



## What is The City doing to achieve Healthy, Vibrant, and Inclusive Communities?

The following City actions are advancing the objectives of our plans:

- Centre City, Developed Areas, and New Communities Guidebooks
- Creation of new Land Use Districts to support more flexible housing options
- Main Streets
- Neighbourhood Food Plan and Transit Fresh Food Market ‘Pop-up Market’ Program
- Engage Policy, Engage Framework, and online Engage Portal
- Advancement of the Calgary Heritage Strategy





## Attractive and Memorable City

Calgary is an attractive, walkable and memorable city with well-designed and high-quality urban spaces, buildings and streets.



## Plan objectives

- Make Calgary a beautiful, memorable city committed to urban design excellence
- Develop well-designed buildings, open spaces and streetscapes that contribute to attractive, successful places
- Enhance public realm and promote walkable environments

Great buildings, streets and public places are essential to achieving active, accessible and vibrant neighbourhood areas.

Our Plans are intended to create an urban form that reinforces a community's distinctive place in the city and strengthens its physical fabric and character.

Urban design involves shaping city spaces to create safe, comfortable and interesting places to live, work, and enjoy. Successful urban design relies on understanding the relationships between streets, buildings, and the spaces between them while responding to use, context and climate.

## Future measures

Quality urban design can be challenging to measure quantitatively in progress reporting. The following pages contain examples of great design, led by both The City of Calgary, and the development industry.

Based on further review and analysis of Plan objectives and the availability of data, additional measures for future progress reporting related to urban design excellence and attractive buildings, places and streets will be developed.

The *Urban Design Quality Criteria* tool will evaluate the design of development applications. Measures may include place-making and variety of landscape and architectural elements, the inclusion of sustainability features, fine grain design detailing and visual and functional connections within the site and to nearby destinations.

## What is The City doing to achieve an Attractive and Memorable City?

The following City actions are advancing the objectives of our plans:

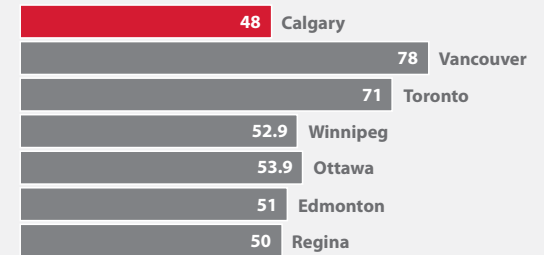
- Urban Design Monitoring Program
- The Quality Development Project: includes
  - 1) Urban Design Quality Criteria tool and
  - 2) Quality Development Perception Survey
- Laneway Housing Design Guidelines (underway)
- City-wide Urban Design Guidelines (underway)
- Developed Areas Guidebook, Green Line Design Guidelines, and Area Structure Plans (new and updated urban design policies)
- Public Art Policy
- Heritage strategy and policies
- Complete Streets Policy

## Tracking Measure



### Walk Score

Walk Score is a privately-developed measure of walkability on a score of 0-100 using a methodology developed by the Walk Score Advisory Board. Under this ranking system, a score from 0-24 indicates “almost all errands require a car”, while a score between 90-100 shows that “daily errands do not require a car”.





Multi-family housing - Walden



Pedestrian infrastructure – East Village



Affordable housing - Bowness



13th Avenue Heritage Greenway - Beltline





## Prosperous Economy

Calgary is home to an innovative and diverse economy that attracts people and businesses, fosters economic development and supports a strong workforce and prosperity.



## Plan objectives

- Create a city that attracts and retains people
- Create a city that attracts and retains business
- Ensure a sustainable economy and municipal finances

As the population continues to grow, The City is committed to growing a creative and diversified workforce and providing a good quality of life for its citizens – key drivers of a prosperous local economy.

Our Plans support a globally competitive city with ample opportunity, high standards of living, and the financial capacity to support existing and future generations.

The indicators and measures for this goal are intended to provide a snapshot of our city’s past, current and future economic trends. Diverse, balanced and increased economic activity throughout the city fosters complete communities and other key objectives.

## Other key economic factors

Including the recent economic downturn and recovery, Calgary continues to experience growth and economic prosperity as a city. Additional measures that provide a better understanding of the Core Indicators and other economic trends are provided in the Municipal Development Plan/Calgary Transportation Plan 2018 Background Progress Monitoring Report, available at [calgary.ca](http://calgary.ca)

## Economic quick figures

Indicator	Previous data	Latest data
Median Total Household Income (2015 constant dollars)	\$79,554 (2005)	\$97,334 (2015)
City Gross Domestic Product	\$113,000,000,000 (2011)	\$125,000,000,000 (2016)
Unemployment Rate (seasonally adjusted)	10.2% (December 2016) 5.6% (December 2011)	7.5% (December 2017)
Total Assessed Building Value	\$233,000,000,000 (2011)	\$303,000,000,000 (2017)

**Core Indicator**



## Population and Jobs Balance

Population and Job Balance measures the ratio between population and jobs within each quadrant of the city. A higher ratio indicates fewer jobs are available relative to the population of the quadrant.

### Benefit

How jobs are distributed throughout the city and where people live directly influences the choice of travel mode. The strategy of balancing housing and job growth can reduce the need for long commutes and keep residential and employment communities easily accessible to each other.

All quadrants are at or near the 60-year target.

### How are we doing?

All quadrants are at or near the 60-year target. This trend reveals the population to job balance ratio is moving in the right direction in all quadrants except the northeast. Strong population growth in northeast has increased the ratio of population to jobs. Increased industrial development in the northeast sector in the future should help bring the ratio in better alignment with the target.

An increasingly unbalanced population to jobs ratio combined with mobility issues, such as restricted roadway capacity, can lead to an increase in congestion of roads and transit. A decreasing number of jobs in the northwest has resulted in a higher number of people commuting from the northwest to other quadrants for work.

The key factor to achieving the target in the northwest is through the development of Activity Centres and Main Streets. That being said, this quadrant is expected to continue to have a much higher residential population than number of jobs, which increases commute lengths.

Maintaining a sustainable balance of population and jobs in the southwest will largely depend on the development of complete communities that provide both housing and employment choices for people in this quadrant.



### NW

2006 Baseline	2011	2016	TARGET
3	3.3	3.2	3.0

### NE

2006 Baseline	2011	2016	TARGET
1.7	1.6	1.7	1.4

### SW

2006 Baseline	2011	2016	TARGET
1.3	1.4	1.4	1.5

### SE

2006 Baseline	2011	2016	TARGET
1.2	1.2	1.5	1.5

**Core Indicator**



## Goods Access

Goods Access measures the percentage of intermodal and warehousing facilities in close proximity (1600 metres) to the Primary Goods Movement network.

### Benefit

Locating intermodal and warehousing facilities close to the Primary Goods Movement Network contributes to transportation efficiency and supports the city and regional economy. Smaller distances between these facilities and the network decreases trip length and reduces greenhouse gas emissions.

### How are we doing?

Currently 73 per cent of Calgary’s intermodal and warehousing facilities are within 1600m of the Primary Goods Movement Network remaining below the target of 95 per cent throughout reporting periods, 2008-2017.

This consistency shows that no new intermodal distribution facilities of this scale have opened in Calgary over this time period.

Some new links in the goods movement network such as the Stoney Trail ring road and Airport Tunnel continue to improve good access in ways that are not reflected in this measure.



### Percent of facilities within 1600m of Primary Goods Movement Network

	2008	2012	2017	TARGET
	73%	73%	73%	95%

## What is The City doing to promote a prosperous economy?

The following City actions are advancing the objectives of our plans:

- Resilient Calgary
- Calgary Economic Development Funding
- Economic Strategy for Calgary
- Infrastructure Calgary
- Industrial Land Strategy
- Industry-City workplan
- RouteAhead transit plan
- Calgary Eats (Action plan and new businesses)
- Development Permits Process Improvements Program
- Goods Movement Strategy (2018)
- Urban Strategy Revitalization
- Community Economic Development/ Building Economic Resilience



## Green City

Calgary is an environmentally sustainable and resilient city. All Calgarians benefit from parks, trees, stormwater management, and healthy waterways and ecosystems.



## Plan objectives

- Create green infrastructure
- Protect, conserve, and enhance land, water, and ecological networks
- Reduce waste
- Reduce demand for fossil fuel use and greenhouse gas emissions

All Calgarians benefit from parks, trees, stormwater management, and healthy waterways and ecosystems. The indicators and measures for this goal relate to conserving and protecting Calgary’s natural environment by maintaining or enhancing natural areas and connections, tree coverage, parks, open spaces, and waterways.

Measures also demonstrate The City’s commitment to leading and inspiring actions to reduce Calgary’s impact on the environment and to develop resiliency through building, infrastructure and site sustainability, renewable energy and waste management initiatives.

## Future Measures

Based on further review and analysis of Plan objectives and the future availability of data, The City will consider additional measures related to alternative energy systems or programs that may impact a reduction on overall energy consumption and emissions.

Indicators may include the number of district energy facilities, total floor space of developments served by district energy in Calgary, and other alternative energy measures. Future measures will be introduced in this section to track solar power, green and passive house buildings.





**Core Indicator**



## Urban Forest

Urban Forest measures the percentage of area covered by tree canopy in Calgary's urbanized area. It is an important indicator of the health of forests throughout the city.

### Benefit

Trees provide many ecological services, including cleaning the air, reducing erosion and creating wildlife habitats. In general, trees contribute to the quality of life, providing privacy to residents and adding a sense of serenity and character to the neighbourhoods.

In 1998, a baseline of 7% was established for tree canopy cover. Our Plans set a target of 14% to 20% tree canopy coverage.

### How are we doing?

Several severe weather events, including the 2013 flood and the September snow event in 2014, caused significant loss to Calgary's urban forest - however, the tree canopy is beginning to recover. Regrowth and steady increases of tree canopy citywide are a result of our recent Calgary Parks' strategies and actions, most notably the ReTree YYC and NeighbourWoods programs.



### Urban Forest Coverage

1998	2012	2013	2015	2017	TARGET
7%	8.51%	8.44%	8.23%	8.25%	14-20%



## Watershed Health

Watershed Health measures the amount of impervious surface area (land area covered by buildings, roadways, and parking lots) within the urban area. As imperviousness increases there is a degradation in river and creek channel stability, water quality, and aquatic biodiversity.

As land is developed, impervious surfaces can have a significant impact on the quantity and quality of rainfall run-off that flows to the river. The amount of imperviousness rises in the city as more area is developed with buildings, roads, and parking lots. There is direct correlation between the increase in impervious surfaces and an increase in stormwater runoff to the rivers which affects water quality and quantity.

### Benefit

Protecting the watershed by decreasing impervious surfaces is necessary to sustain and enhance river and creek channel stability, water quality, and aquatic biodiversity. Limiting impervious surface area can lower the stress load on stormwater systems, mitigate surface and bank erosion, and avoid damaging run-off

### How are we doing?

Calgary's impervious surface cover has been increasing since 1998. Compared to baseline data, imperviousness has increased by 12 per cent. As urban development continues, this reflects how much area is left as green space within the city as it is developed.



### Impervious Surface Cover

1998	2010	2014	2016	TARGET
33%	42%	43%	44%	20%

**Core Indicator**



## District Energy

District Energy measures the percentage of Calgary's land area with enough density to potentially support a district energy system.

### Benefit

District energy systems are communal heating, cooling and power networks that can reduce the demand for non-renewable energy resources. The increased efficiency of supplying energy at this density reduces overall energy consumption and greenhouse gas emissions.

### How are we doing?

District energy systems rely on a dense network of uses to manage and distribute heating, cooling and electricity efficiently. While the number of district energy facilities has not increased in Calgary since the last reporting period, a greater percent of the city now has a sufficient density to support these systems.

### New and future measures

Although the density information captured by this Core Indicator is an essential background condition for district energy, the indicator does not directly address the adoption or success of district energy systems. New or revised indicators in the future may include the number of district energy facilities, total floor space of developments served by district energy, and other alternative energy measures.



### Percent of Calgary with Sufficient Density for District Energy



2006	2011	2017	TARGET
1.79%	1.95%	2.6%	6.6%

For district energy systems to be viable, a minimum density of 30 dwelling units (or 100 people and jobs) per hectare is required.

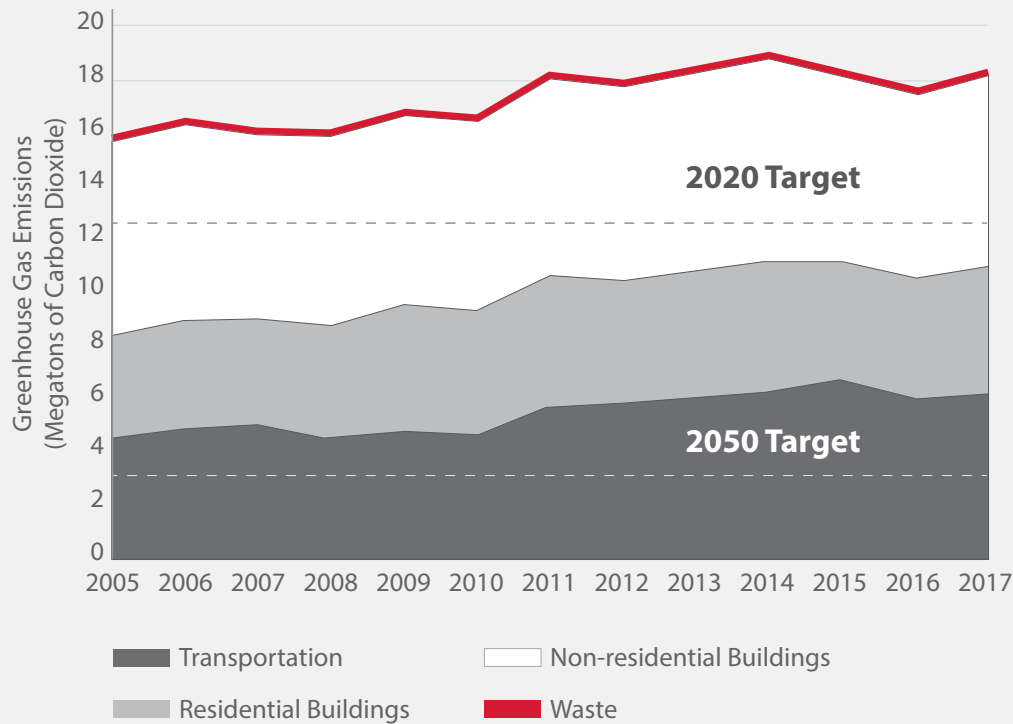
## Tracking Measure



### Community-wide Greenhouse Gas Emissions

This measures greenhouse gas emissions (in tonnes of carbon dioxide equivalent) from buildings, transportation and waste to monitor progress towards the city's emission reduction targets.

Reducing local use of fossil fuels will improve air quality, and help slow climate change. Energy efficiency saves residents and businesses money. Preparing for climate change will help target interventions and strategies to make our neighbourhoods, infrastructure, services and economy more resilient to extreme weather events and chronic climate change. Collectively, these actions will help to attract new residents and businesses.



## How are we doing?

Greenhouse gas emissions in Calgary are generated mostly by electricity consumption, how we heat our buildings and fossil fuel consumption in motorized vehicles. Achieving the necessary reduction in greenhouse gas emissions presents a significant challenge and opportunity for our city.

Although The City has made significant progress towards improving energy efficiencies in municipal buildings and City operations, our City buildings and operations represent only 4 per cent of Calgary's overall emissions. Work is underway to help build capacity amongst citizens and other stakeholders to use energy more efficiently and adopt cleaner technologies.

Future transformational action is required from all levels of government and industry to make investments, develop and implement new regulatory frameworks and technologies, and expand alternative energy, buildings and transportation programs that will be necessary to achieve 80 per cent reductions by 2050.

### Calgary emission targets:

20% reduction by 2020 (below 2005 baseline)

80% reduction by 2050 (below 2005 baseline)

15.3% increase in greenhouse gas emissions 2005-2017

0.6% increase in greenhouse gas emissions 2011-2017

16% cumulative increase in greenhouse gas emissions 2005-2017



## Tracking Measure

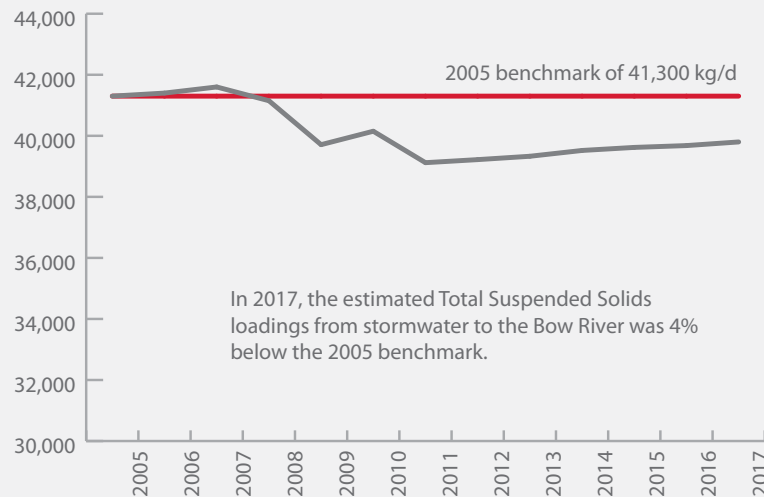


### Water Quality

This measure tracks the total sediment loadings to the Bow River, an indicator of storm water quality impacted by development.

Over the past 10 years, The City has made significant strides towards improving water quality. Total Suspended Solids include organic and inorganic materials that are suspended in stormwater and treated wastewater. These materials enter our waterways and can impact water quality and aquatic habitat. The City has remained under its benchmark for total suspended solids loadings into the river.

Various technologies and practices have helped manage total suspended solids loadings, including stormwater retention ponds, wetlands, and green stormwater infrastructure. As Calgary continues to urbanize and the climate changes, there is a need to revisit our Stormwater Management Strategy. In 2017, a framework to revamp the 2005 Strategy was completed.



## Tracking Measure



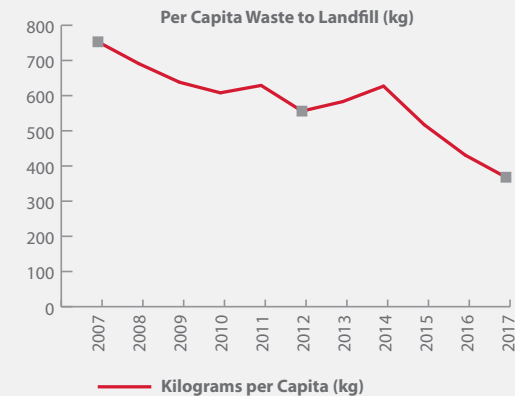
### Per Capita Waste to Landfill (kg)

By wasting less, we save taxpayers, residents and businesses money and reduce greenhouse gas emissions and pollution. The recycling industry creates jobs and economic opportunities.

#### How are we doing?

Landfilled waste continues to decline on a per capita basis. The reduction is attributed to a decrease in commercial waste, current economic conditions and increased waste diversion.

It is anticipated that the results for this measure will continue to outperform the targets for the remainder of the business cycle. With the implementation of the Green Cart Program and continued promotion of diversion and proper disposal of materials, significant progress is anticipated toward the waste diversion target of 70 per cent across all waste sectors by 2025.





## What is The City doing to achieve the goal of a green city?

The following City actions are advancing the objectives of our plans:

- Incorporating watershed planning into land use planning and encouraging green development practices.
- Investing in stormwater treatment infrastructure.
- Implementing sediment control practices and protecting riparian, wetland and streambank areas.
- Monitoring river water quality and protecting watershed health beyond Calgary's boundaries.
- Green Cart Program
- "What goes where?" online search tool
- Waste and Recycling Bylaw requiring recycling and food and yard waste diversion in the Single-Dwelling, Multi-Dwelling and the Industrial, Commercial and Institutional sectors.
- Climate Resilience Strategy, Climate Change Adaptation Plan and Low Carbon Plan.
- Electric Vehicle Strategy
- Sustainable Building Policy
- Implementation of the National Energy Code

# Conclusion

After eight years of Municipal Development Plan and Calgary Transportation Plan Calgary has grown as a city. In several ways we are moving towards the shared outcomes of our Plans, and progress can be seen every day. Our communities are more diverse in both housing choice and land uses supporting more people and jobs served by high-quality transit. These changes are making our neighbourhoods more complete and inclusive with services that are easier for Calgarians to reach. Investments are improving community infrastructure like parks and streetscapes as well as services like transit. There are also areas that have seen little change such as the amount of transit service provided and watershed health. Identifying these challenges allows us to look closer at underlying causes, and gives us an opportunity to revisit strategies that are having little effect.

This report provides a more in-depth analysis than in the past and introduced numerous additional metrics that assist in telling a more comprehensive story about how the city has grown and changed. These measures along with the core indicators identify emerging trends at a more detailed level which can be used to make meaningful changes to the quality of life in Calgary. After eight years of Plans' implementation, enough time has passed to show that real change is happening, but it also highlights key challenges that need to be addressed to fully realize the outcomes envisioned by our Plans. In particular, urban growth continues to challenge City resources and sustainability, investments in transit service hours are retreating, and environmental performance for our water, trees and greenhouse gas emissions require more attention.

The 2018 Monitoring Progress Report combines a wide range of measures that paint a rich picture of life in Calgary. This helps the city in three significant ways. The information in this report helps to identify areas where The City is making less progress than anticipated, providing opportunities for where tactics can be adjusted. It also provides information for Council and city administration that helps to guide investments to the services and infrastructure provided to citizens. Finally, this report provides a benchmark for reviewing and adjusting the Municipal Development Plan and Calgary Transportation Plan.

As we move forward, the Municipal Development Plan and Calgary Transportation Plan will continue to shape our city. Working together, we are committed to achieving the outcomes that Calgarians want in their city, and ensure that Calgary remains a great place to make a living, a great place to make a life.

**To view the Municipal Development Plan/Calgary Transportation Plan 2018  
Background Progress Monitoring Report, visit [calgary.ca](http://calgary.ca)**