



Building Calgary's Future

A Generational Plan for a City of Two Million



**Calgary
Chamber**

**2027–2030 Municipal
Service Plans & Budgets**



In the spirit of reconciliation, we acknowledge that we live, work and play on the traditional territories of the Blackfoot Confederacy, including the Siksika, Kainai, Piikani First Nations, the Tsuut'ina and the Stoney Nakoda, which includes the Chiniki, Bearspaw and Goodstoney. Calgary is also home to the Otipemisiwak Métis Government of the Métis Nation within Alberta Districts 5 and 6, and all people who make their homes in the Treaty 7 region of Southern Alberta.

Introduction

Calgary is entering a defining period in its history. As one of the fastest growing cities in North America, the decisions made through the 2027–2030 Municipal Services Plans & Budgets will shape the City's competitiveness, liveability and fiscal sustainability for decades to come. Growth of this scale presents tremendous opportunity, but only if it is supported by strategic investment, sound policy and a clear long-term vision for the city Calgary aspires to become.

Building a city of two million requires more than accommodating population growth. It requires creating the conditions for businesses to invest and attract talent and for communities to thrive. Businesses of all sizes depend on reliable infrastructure, safe and vibrant communities, efficient municipal processes, competitive tax regimes and an efficient regulatory landscape. When businesses succeed, they create jobs, broaden the tax base, strengthen neighbourhoods and generate the economic activity required to support the public services and infrastructure that benefit all Calgarians.

Calgary has long distinguished itself through its entrepreneurial spirit, willingness to innovate, and ability to adapt to changing economic conditions. Those strengths remain among our greatest competitive advantages. To capitalize on them, the City must continue to foster a business-friendly culture that operates at the speed of business, supports investment, and recognizes the private sector as an essential partner in building the Calgary of tomorrow.

The recommendations in this submission are intended to support that objective. Strategic investments in infrastructure, meaningful action to improve safety, policies that enhance competitiveness and initiatives that strengthen vibrancy are mutually reinforcing. Together, they will improve productivity, attract investment, and support population growth while strengthening Calgary's long-term economic and fiscal resilience.

As Calgary approaches two million residents, incremental change will not be sufficient. The scale of growth demands ambition, coordination and leadership. By making deliberate investments today and adopting policies that enable businesses to grow and succeed, Calgary can strengthen its position as Canada's most competitive major city, improve quality of life for residents and ensure long-term prosperity for generations to come.



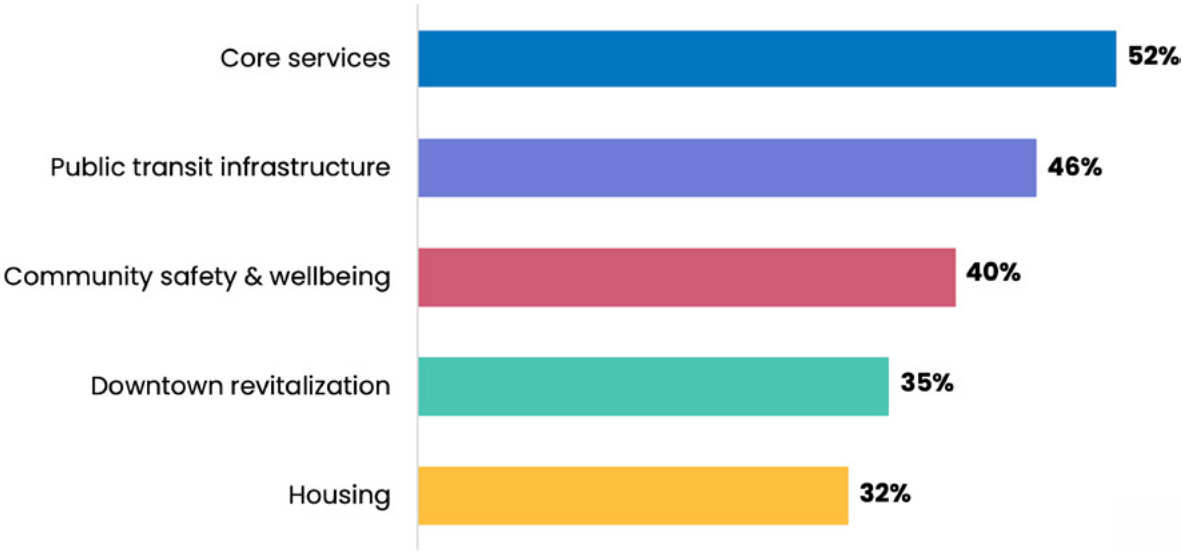
Engagement & Data

The Calgary Chamber’s Municipal Service Plans and Budgets submission is informed by extensive engagement with our 2,000 members through surveys, roundtables and meetings. This engagement reflects the diverse perspectives of businesses operating across all sectors and quadrants of the city.

We asked our members to identify their top priorities for the 2027–2030 Municipal Service Plans and Budgets, as well as their level of satisfaction with existing municipal investments. The results highlight several clear priorities for City Council and Administration.

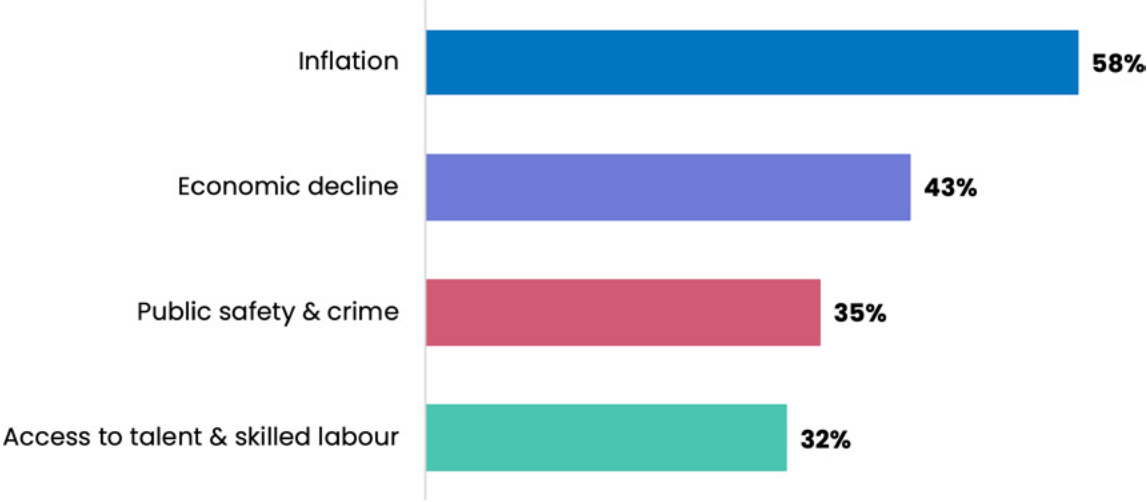
The views and priorities of our members are echoed by Calgarians. An Ipsos poll, commissioned by the City of Calgary, released in April 2026 found that half of Calgarians believe the city is on the right track, down from two-thirds a year ago. When asked which priorities the City should address, most Calgarians indicated infrastructure, traffic and roads. We must plan and invest boldly for the next ten, twenty-five and fifty years, anticipating future demands and building the foundation for success.

Top priorities for businesses



Source: Calgary Chamber Member Survey, 2026

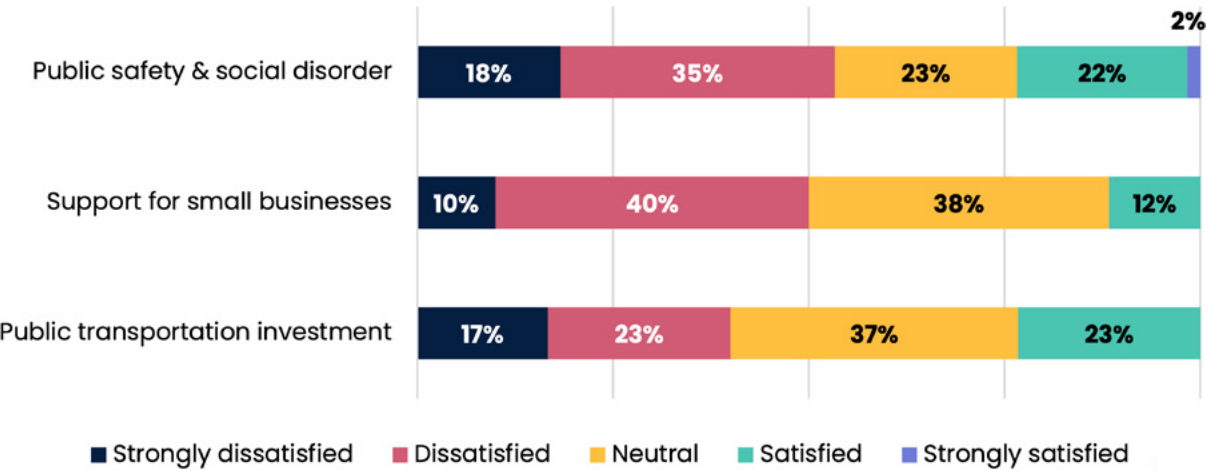
Most significant issue facing your business



Source: Calgary Chamber Member Survey, 2026

Businesses across Calgary continue to face significant challenges. Inflation and rising cost pressures reduce available cash flow, public safety concerns and social disorder affect day-to-day business operations, and continued labour shortages constrain growth. The City can help address these challenges through targeted investments and policy reforms that create meaningful improvements for businesses and Calgarians alike.

Business satisfaction by topic



Source: Calgary Chamber Member Survey, 2026

Recommendations

The 2027-2030 Municipal Service Plans and Budgets represent an opportunity to take real action that supports the long-term prosperity of the city. Mayor, Council and Administration should prioritize investments and policy reforms that:

- **Diversify City revenue streams** by working with other orders of government to provide certainty to residential and non-residential property taxpayers.
- **Plan for growth** by investing in infrastructure proactively, ensuring capacity does not continue to lag population growth.
- **Improve the business experience** by making City processes more predictable, faster and simpler to navigate.
- **Build business and investor confidence** by creating safe, well maintained public spaces, increased transparency for City services and reporting processes, and a competitive business environment.
- **Partner on delivery** by working collaboratively with businesses, other orders of government, non-profit organizations and civic partners to accelerate city building outcomes such as business investment, public safety and infrastructure.

To support Calgary's continued growth and ensure the long-term success of the city's business community, the Calgary Chamber recommends the City focus its investments and policy actions in five priority areas: revenue, infrastructure, safety, competitiveness and vibrancy.

As the City develops and implements its plans, we encourage Council and Administration to ensure all Calgarians can be the beneficiaries of the city's progress, and that no Calgarian is left behind.



Revenue

Building a world-class city with efficient infrastructure, safe communities, vibrant public spaces and a competitive business environment requires sustained investment. As Calgary grows toward two million residents, relying primarily on property taxes to fund the city's future is neither sustainable nor competitive.

Businesses and homeowners alike need confidence that the significant investments required over the coming decades will not translate into continually increasing property taxes. Calgary must pursue a broader, more diversified municipal revenue model that reflects the scale of the city's growth, improves long-term fiscal sustainability and provides greater certainty for taxpayers. Given the significant expenditures required by the City in the next ten years, alternative revenue sources must be identified to prevent costly property tax increases or unsustainable draws on strategic reserves and city investment portfolios.

Administration's Municipal Fiscal Gap analysis highlights that municipalities across Alberta face structural financial constraints. While service demands and infrastructure needs continue to grow, municipal revenues remain heavily dependent on property taxation and intergovernmental transfers, leaving municipalities with limited fiscal flexibility to respond to growth pressures.

- **Deploy a long-term infrastructure financing strategy to support Calgary's growth over the next 10, 20 and 50 years.** Leveraging the work ongoing with the Government of Alberta's Minister's Council on Infrastructure Funding, direct Administration to develop a diversified infrastructure financing strategy leveraging municipal bonds, public-private partnerships, federal and provincial funding and value capture mechanisms for major infrastructure projects.
- **Assess the viability of municipal bonds** as a financing mechanism for major capital projects, including transit infrastructure, recreation facilities and other revenue-generating, long-life civic assets, leveraging private sector capital rather than taxpayer funds.
- **Implement value capture financing** around major infrastructure investments, where appropriate, allowing increases in land value resulting from public investment to help finance future infrastructure expansion.
- **Work with the Government of Alberta to secure expanded municipal revenue tools** that better reflect Calgary's role as Canada's fastest-growing major city, including options identified through Administration's Municipal Fiscal Gap report.
- **Review and selectively implement user-pay models** for discretionary municipal services where a clear beneficiary exists, ensuring that core municipal services continue to be funded broadly while minimizing pressure on the property tax base.
- **Expand the City's use of public-private partnerships (P3s)** to accelerate delivery of major capital projects, transfer appropriate project risk away from public dollars and leverage private sector expertise and capital.
- **Maximize municipal asset revenues** through the strategic redevelopment, leasing or repurposing of underutilized municipal lands and facilities, directing revenues toward priority infrastructure investments.
- **Continue advocating for predictable, long-term infrastructure funding** from provincial and federal governments that grows alongside Calgary's population and infrastructure needs, supporting the City's ability to accommodate quickly growing population.

Infrastructure

Infrastructure is the foundation of a world-class city. As Calgary grows toward two million residents, strategic investments in transportation, utilities, recreation facilities and community infrastructure will determine whether businesses can continue to invest, workers can access employment, and new communities can accommodate future growth.

For Calgary businesses to grow and scale, they must be supported by well-designed connectivity and utility infrastructure, intentionally planned neighbourhoods, and community spaces that keep businesses and employees connected across the city.

- **Develop an actionable short-term plan to address Calgary’s most pressing infrastructure needs through alternative funding options.** Calgary’s current infrastructure funding gap, estimated at \$49 billion over the next 10 years, is significant. The City must develop a plan to ensure residents and businesses are not overburdened with property tax increases to pay for aging infrastructure and meet increasing demand due to rapid population growth.
- **Improve service frequency and reliability for existing transit routes,** prioritizing routes that are overcrowded or are experiencing significant growth in ridership. As Calgary continues to grow – both in population and new developments – increased service hours, improved frequency, reliability and consistency, and expanded on-demand services will be essential to ensuring Calgary Transit reliably connects workers to employment and customers to businesses throughout the city.
- **Working with provincial and federal partners, undertake a comprehensive assessment of an underground alignment for the Green Line.** Given the potential impacts to downtown vibrancy, property valuations, public safety, social disorder and traffic congestion associated with an elevated downtown alignment, all orders of government should take a holistic approach to assessing proposed alignments including an underground option through downtown Calgary.

- The current \$6.2 billion estimate for an elevated alignment does not account for \$1.3 billion in known and sunk costs and risks for an underground alignment. This means that the potential cost savings for completing an elevated alignment – also evaluated at \$1.3 billion – as compared to an underground alignment are negligible.
- Furthermore, an elevated alignment would significantly decrease property tax revenue, as it would significantly impede, if not eliminate, all future development along the route. Property tax collection would be significantly compromised on office buildings, residential towers, businesses and homes along 46 kilometers of right-of-way, much of which is in downtown – the highest assessment values in Calgary.
- Calgary is already being impacted by social disorder and safety concerns – especially in the Downtown core – an elevated alignment would exacerbate these concerns by limiting visibility and sunlight around elevated structures.

- **Develop a plan to construct the Green Line through downtown, across the Bow River and continuing into north Calgary.** The original proposal for Green Line, drafted in 2010, noted that Calgary would need this transit service before reaching a population of 1.25 million. Sixteen years later, our city now has an estimated population of nearly 1.7 million, while increasing congestion continues to reduce productivity and place growing pressure on existing transportation infrastructure. Given that north Calgary is experiencing some of the fastest growth in the city, municipal, provincial and federal governments must work expeditiously to finalize and construct a well-designed Green Line connecting Seton to 160 Avenue N.
- **Expand the capacity of Calgary’s sport and recreation facilities** to meet current and future demand while strengthening Calgary’s ability to attract national and international sporting events. Through the GamePLAN strategy, and in partnership with other orders of government, the City of Calgary should look to fully fund and execute new recreation, and sport facilities including athletic parks, fieldhouses, aquatic facilities and a new football stadium. Calgary currently has fewer of these facilities per capita than Edmonton and Toronto, resulting in overcrowding, lack of access to field times and major sporting events choosing other jurisdictions – taking the economic benefit with them.
 - **Immediately secure provincial and federal support to begin development of the Foothills Multisport Fieldhouse project.** Investments in civic infrastructure are a competitive advantage, enhancing Calgary’s liveability, supporting talent attraction, strengthening community vibrancy and improving the city’s ability to host major sporting events. Approved by Council in July 2023, this project should be advanced as a priority infrastructure project.
- **Prioritize the development of land that supports employment opportunities** across the city, including commercial land and both brownfield and greenfield industrial sites. Build on Administration’s work to develop an industrial tax incentive program that accelerates industrial investment and job creation.
- **Ensure critical connectivity infrastructure keeps pace with population growth** by working with the private sector to ensure Calgary’s network infrastructure, phone lines, fibre optic infrastructure, electrical transmission and distribution lines, and network substations have adequate capacity and are well maintained.





Safety

Calgary businesses are grappling with increased security and maintenance costs and reduced foot traffic due to safety and social disorder concerns. For Calgary businesses to succeed, customers and workers must both be safe and feel safe. Safe communities attract investment, support local businesses and strengthen long-term fiscal sustainability. As Calgary continues to grow, investments in public safety, social supports and coordinated responses to social disorder will be essential to supporting vibrant and economically productive commercial districts and public spaces. Meaningful investments in public safety must address both immediate concerns and the underlying causes of social disorder.

Addressing safety challenges requires a coordinated approach that combines enforcement, prevention, social supports and investments in public spaces. Meaningful investments in public safety improve social outcomes, enable business growth and protect the city's long-term fiscal health.

- **Develop a coordinated downtown public realm maintenance strategy** focused on graffiti removal, cleanliness, lighting and rapid repair of damaged public infrastructure. Working with businesses, associations and civic partners, this strategy should focus on rapid response and a simple process for Calgarians to report damaged or dirty public spaces, and lighting improvements for public areas.
- **Invest in wraparound supports for vulnerable Calgarians**, including non-market housing, appropriate day space shelters, mental health and addictions services, and employment services.
- **Work with business to provide appropriate training and resources for frontline staff**, specifically in the hospitality industry, who are managing complex situations with individuals experiencing mental health crises and drug addictions concerns.
- **Support the implementation of smaller-scale scattered site shelter model** that distributes services equitably across the city focusing on shelters with a maximum of 100 beds, with measured outcomes, to better support the unique and varied needs of individuals experiencing homelessness.

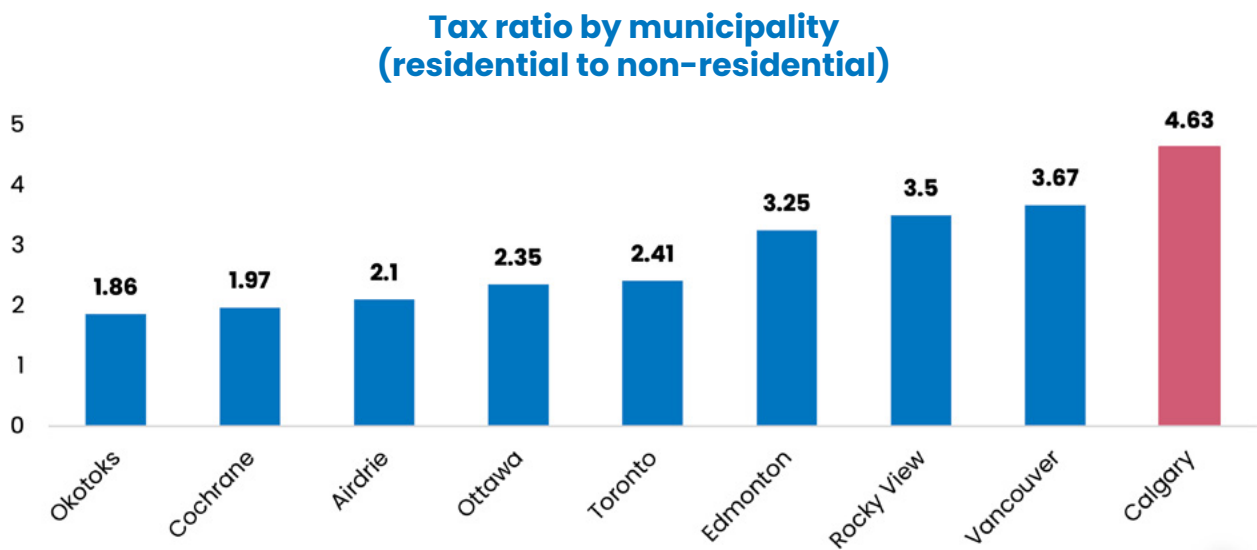
- **Develop a police reporting and tracking application** that provides businesses and Calgarians with the ability to report non-emergency incidents online and provides up-to-date information on the status of reports filed.
- **Develop a Business Safety Dashboard** that publicly tracks and centralizes data regarding response times, incidents, progress on downtown safety initiatives, crime and social disorder rates, and resources for business owners managing public safety and social disorder concerns.
- **Sustain and increase funding to permanently fund the Washroom Attendant Program** across downtown, provide enhanced cleaning, and increase support for safety initiatives by Business Improvement Areas (BIAs).
- **Ensure appropriate resources are deployed to manage social disorder concerns**, including psychiatric nurses, social workers and mental health professionals trained to assist individuals experiencing psychotic episodes, and ensure uniformed officers are adequately trained and resourced.
- **Expand downtown ambassador programs and community safety teams** through long-term funding partnerships with Business Improvement Areas (BIAs). Having ambassadors and community safety teams physically present and working with vulnerable Calgarians and businesses is critical to mitigating the short-term impacts of safety concerns and social disorder.
- **Provide micro-grants for small businesses to invest in safety and security improvements.** Grants should support businesses in purchasing CCTV systems, height strips and lighting improvements in parking areas and other dark spaces. This program should be paired with an education campaign to ensure businesses and the public know how they can reduce the incidence and impact of crime
- **Expand CCTV, lighting and CPTED (crime prevention through environmental design) investments** at transit stations, city lands, in public spaces, and through key commercial areas. Surveillance systems, lighting and appropriately designed public infrastructure can have an immediate and measurable impact on public safety and perceptions of both safety and social disorder in key business areas throughout the city.

Competitiveness

Calgary's continued growth depends on maintaining a competitive, business-friendly environment where companies can confidently invest, hire and expand. As competition for capital, talent and investment increases, Calgary must continue reducing unnecessary barriers that slow business growth while creating a culture within City Hall that operates with the efficiency, predictability and responsiveness expected by businesses.

A competitive municipal environment supports entrepreneurship, attracts investment, broadens the tax base and strengthens Calgary's ability to fund the services and infrastructure required for long-term growth.

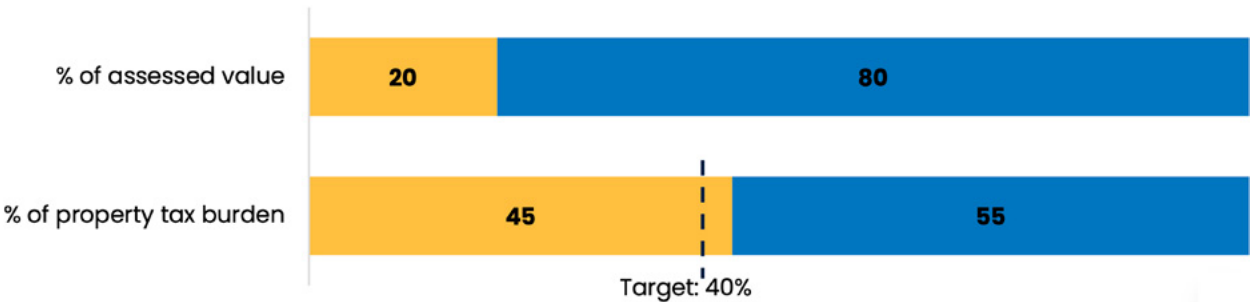
- **Rebalance residential and non-residential property tax rates**, adopting annual incremental shifts until the City achieves a 60-40 residential to non-residential tax split.
 - The previously approved property tax shift of 0.25 per cent annually over eight years would move Calgary toward a 57-43 split by 2034. However, this pace of adjustment will not meaningfully improve competitiveness for businesses facing sustained cost pressures. Calgary's property tax ratio, currently at 4.63:1, is uncompetitive compared with both proximal and comparable jurisdictions.



Source: City of Calgary 2026

- Despite representing only 20 per cent of total assessed property value in Calgary, the non-residential tax base contributes 45 per cent of property tax revenue collected by the City. The City must adopt a two per cent shift per year, until it reaches a 60-40 residential to non-residential tax split.

Assessed value vs. property tax burden (residential & non-residential)



Source: City of Calgary 2026

- Shifting the tax burden from the current 55-45 split to a 60-40 split between residential and non-residential taxes would save the average business \$8,680.55 per year and cost the average homeowner \$229.18 per year compared to 2026 tax rates.

Year	Residential %	Non-Residential %	Avg. Business Annual Savings	Avg. Homeowner Annual Cost
2026	55%	45%	N/A	N/A
2027	57%	43%	\$3,738.28	\$100.56
2028	59%	41%	\$7,032.92	\$186.10
2029	60%	40%	\$8,680.55	\$229.18

Source: Calgary Chamber, calculated on average residential assessed value at \$605,404.92 and average non-residential assessed value at \$4,143,962.00

- **Simplify processes and accelerate timelines for municipal licensing and permitting**, providing clarity and consistency on processing times, application guidelines and operating constraints.
- **Establish a Trusted Applicant Program for businesses, developers and property owners with a demonstrated record of compliance** with municipal regulations and permitting requirements. Qualified applicants should receive expedited review timelines, simplified application requirements or delegated approvals where appropriate, allowing Administration to focus resources on more complex or higher-risk applications, and improved service timelines for all applicants.
- **Create a practical and predictable land use bylaw**. This will give developers the certainty they need to develop appropriate housing at scale and ensure housing affordability and access are leading considerations in land use regulation.
- **Leverage innovative technological solutions such as drones and AI to increase the efficiency of teams delivering inspection services**. This will decrease wait times, improving predictability of decisions and productivity across the City.
- **Develop an actionable municipal productivity strategy** to improve the efficiency of service delivery and identify opportunities for cost savings within the City. This strategy should focus on service digitization, AI technology deployment, streamlining procurement processes and automated or self-serve service delivery options where appropriate.
- **Expand the Business Experience Improvement Program into a city-wide business concierge service for businesses navigating municipal approvals**. Provide a single point of contact for municipal approvals, including licensing and permitting, to improve investor confidence and support productive and efficient small business operations. Business concierge staff should act as case managers with the authority to coordinate across City departments, resolve interdepartmental issues and escalate files where service standards are not being met, rather than simply redirecting applicants between business units.
- **Review municipal construction access and traffic management policies to improve productivity on major infrastructure and development projects**. Current restrictions governing lane closures, road occupancy and construction access should be evaluated to ensure they appropriately balance traffic management with project delivery, labour productivity and construction costs. Where appropriate, Administration should permit flexible work windows and project-specific traffic management plans that reduce unnecessary delays while maintaining public safety and network performance.

Delays caused by inflexible construction access requirements increase project costs and closure timelines, reduce labour productivity and slow the delivery of housing, hotel, commercial developments and critical public infrastructure.

- **Create user-friendly customized tools, such as a well-designed 311 app** that supports streamlined engagement with local businesses and improves the ability of businesses to receive timely and pertinent information from City officials.
- **Elevate the Business & Local Economy team into a cross-corporate advisory function** that reviews and provides recommendations to Mayor and Council on major Council reports, and provides input and guidance across Administration, through a business competitiveness and economic impact assessment lens.
- **Conduct an economic impact assessment for major projects** – including city-led construction projects – and any relevant policy or regulatory changes. Administration should use an economic assessment lens to consider City regulations and major policy decisions that have a significant impact on business competitiveness; policymakers must assess these impacts through a robust and publicly accessible process.
- **Modernize municipal procurement processes by introducing a specialized procurement concierge service within City Administration to assist local businesses in navigating the RFP and procurement process**. Increasing accessibility for small and medium-sized businesses, improving transparency and reducing administrative barriers for local suppliers. One-third of SME's in Calgary reported poor consumer demand would be an obstacle to growth in Q2 2026; City procurement can be a major lever to support local businesses, providing valuable experience and potentially a first market entry for local SMEs to prove their products or services.
- **Establish departmental targets for reducing regulatory burden and publish outcomes-based annual reporting on red-tape reduction efforts**. Measures of success should be based on improved approval timelines and decreased costs for businesses. Building a city that operates at the speed of business will improve Calgary's investment environment and support business growth.
- **Develop and publish an annual Business Competitiveness Scorecard** that reports on key indicators including permitting timelines, tax competitiveness, downtown vacancy rates, and business licenses issued in Calgary. Measuring and reporting on these metrics will improve accountability and provide a valuable tool for investment attraction.
- **Develop an improved process for speaking at public Council meetings**. Business owners often cannot wait all day at City Hall to speak to important issues impacting their business. A clear schedule and app that is updated with timing would allow greater participation by businesses owners – and all Calgarians – at Council meetings.





Vibrancy

Calgary’s vibrancy – the physical structures that make this city great, and the programs that support them – is directly tied to the strength and prosperity of our business community. As population continually grows toward two million people, investments in arts, culture, sport, recreation and public spaces will become increasingly important to attracting talent, supporting tourism and creating communities where people choose to live, work and invest.

A vibrant city is one where people are connected to their communities, where they participate in public life through community recreation and sport facilities, and support local businesses. A vibrant city attracts talent and investment and ensures Calgary can be the best city to start and scale a business. Vibrant communities generate economic activity, support local businesses and improve quality of life, making Calgary more competitive both nationally and internationally.

- **Leverage the existing property tax system to create targeted tax incentives that encourage businesses and commercial property owners to make investments that strengthen Calgary’s public realm**, improve safety, expand arts and cultural programming, and enhance the overall vibrancy of commercial districts. Incentives should reward investments that generate broader public benefit while supporting business growth, downtown revitalization and neighbourhood economic development. Eligible investments could include:
 - Hosting regular arts and cultural programming, such as live performances, exhibitions or community events that increase activity and foot traffic.
 - Commissioning local artists to deliver permanent public art installations, murals or other placemaking initiatives, or providing affordable or in-kind commercial space for cultural organizations, community groups or local artists.
 - Installing public realm improvements, including enhanced lighting, CCTV systems, streetscape enhancements, landscaping or other safety and accessibility improvements that benefit both businesses and the surrounding community.
 - Prioritizing incentives within areas experiencing persistent commercial vacancy, lower pedestrian activity, elevated public safety concerns or limited access to arts and cultural amenities, helping catalyze revitalization where it is needed most.

With adequate supports from government, businesses and commercial property owners can be even greater contributors to the communities in which they operate. Municipal policy should recognize and encourage investments that deliver broader public benefits, allowing the private sector to play a greater role in building safer, more vibrant and economically resilient neighbourhoods.

- **Expand the Free Fare Zone from Sunalta to the Franklin stations on the Blue Line and the SAIT/ACAD/Jubilee and Erilton Stations on the Red Line.** Public transit is a driver of economic and social mobility, connecting employees to employers, students to schools, and people to services. Connections to the Calgary Zoo on the Blue Line and Jubilee on the Red Line would improve Calgary’s tourism experience, allowing visitors to travel more easily throughout Calgary’s cultural areas. Expanding the Free Fare Zone would also allow vulnerable Calgarians to more easily access vital supports and services beyond downtown.

The Free Fare Zone is an economic development and public safety investment, not simply a transit expense. The Free Fare Zone supports business growth in downtown Calgary, improves both real and perceived safety and social disorder and improves our city’s ability to attract major events and conferences – all of which improve the health of the City’s tax base.

- **Continue to support the office conversion program for both market and non-market housing options.** This program has generated \$1.4 million in estimated tax uplift, and with eight of 21 currently approved projects completed we have seen nearly one million square feet of office space converted into 800 homes and 226 hotel rooms. For every dollar invested in this program \$4.00 of private investment is generated, improving housing accessibility and vibrancy throughout downtown while leveraging a strong return on investment for public funds.
- **Develop a Nighttime Economy Strategy to expand Calgary’s arts and culture economy and support Calgary’s tourism and hospitality industries.** To boost vibrancy and foot traffic and improve safety in the evenings, a city-wide strategy should encourage later hours for hospitality venues and for street-level retail, especially during summer evenings and weekends.
- **Develop a comprehensive talent attraction strategy.** Working with industry, post-secondary institutions, and provincial and federal partners, the City should deploy a fulsome and targeted talent attraction strategy. Geopolitical dynamics are shifting, and Calgary can take advantage of this to attract skilled talent to our city.
- **Expand the Main Streets Program to identify further opportunities to support walkable, connected and vibrant commercial and mixed-use areas throughout the city.** The five corridors currently identified under the Main Streets Program have demonstrated the value of this program, leveraging both public and private investment to enhance vibrancy. The City should look to invest in high impact, market ready areas with a strong return on public investment including areas like strip malls and smaller community economic areas.
- **Provide free street and municipal lot parking during evenings, weekends and holidays to attract more visitors year-round.** This initiative would reduce barriers for residents and tourists alike, supporting restaurants, retail, arts and cultural venues while driving sustained economic activity in Calgary’s core districts. This foregone revenue would be offset by increased economic activity and decreased security costs.

Moving Forward

Calgary stands at a defining moment in its history. As one of North America’s fastest-growing major cities, the decisions made through the 2027–2030 Municipal Service Plans & Budgets will shape our city’s competitiveness, liveability and fiscal sustainability for decades to come. Accommodating growth is no longer enough. We must plan for it deliberately, invest strategically and build a city that remains competitive as it grows toward two million residents.

Building a world-class city requires more than expanding infrastructure or delivering municipal services. It requires creating the conditions for businesses to invest, workers to prosper and communities to thrive. A strong business community broadens the municipal tax base, creates employment, supports vibrant neighbourhoods and generates the economic activity that funds the services Calgarians rely upon.

To achieve this, the City should focus on five strategic priorities:

- **Revenue:** Diversify municipal revenue streams to support the long-term fiscal health of the City, and provide certainty to taxpayers.
- **Infrastructure:** Invest ahead of growth by delivering the transportation, utility, recreation and digital infrastructure needed to support a growing city and economy.
- **Safety:** Build safe and welcoming communities through coordinated investments in public safety, social supports and the public realm that restore confidence for businesses, workers and visitors.
- **Competitiveness:** Create a business-friendly municipal environment by reducing red tape, improving service delivery and ensuring City Hall operates at the speed of business.
- **Vibrancy:** Strengthen Calgary’s downtowns and communities by investing in arts, culture, recreation, public spaces and mobility that attract talent, support local businesses and improve quality of life.

These priorities are mutually reinforcing. Together, they will improve productivity, attract investment, strengthen Calgary’s tax base and position our city for long-term economic success.

The Calgary Chamber of Commerce looks forward to continuing to work with City Council and Administration to build a city that is competitive, connected, safe and vibrant — one where businesses have the confidence to invest, communities have the infrastructure they need to thrive, and all Calgarians benefit from the opportunities created by growth. The Calgary Chamber recognizes that building a city of two million requires collaboration across government, businesses, community organizations and residents. We are committed to serving as a partner in this work and supporting solutions that strengthen Calgary’s future.



BETTER TOGETHER.

The Calgary Chamber exists to empower our business community to advance a prosperous Calgary and Canada. As the convenor and catalyst for a vibrant, inclusive and prosperous business community, the Chamber works to build strength and resilience among its members and position Calgary as a magnet for talent, diversification and opportunity. As an independent, non-profit, non-partisan organization founded in 1891, we build on our history to serve and advocate for businesses of all sizes, in all sectors across the city.



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