



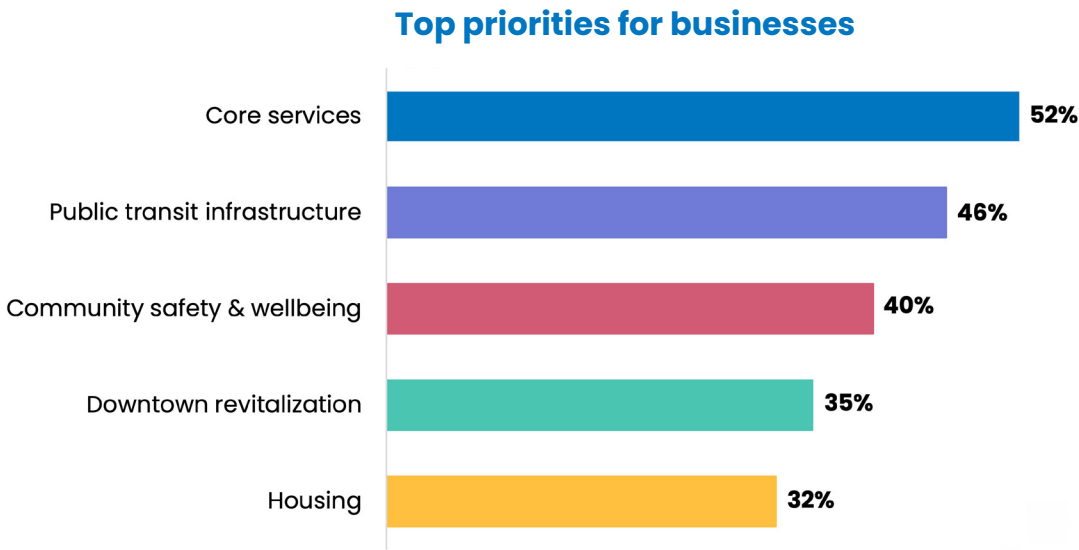
Building a City of Two Million:

Priorities for Calgary's business community

Calgary is the fastest-growing major city in Canada, with its population projected to reach two million people by 2029-2030. This rapid growth presents a tremendous opportunity – but only if we plan for it. Decisions made through the upcoming 2027-2030 Municipal Services Plans & Budgets will shape Calgary's economic competitiveness, quality of life and fiscal sustainability for decades to come.

To support Calgary's rapidly expanding population, we need a strong and resilient economy, which we can achieve by making Calgary a competitive place for businesses of all sectors and sizes. Strategic, forward-looking investments made today will determine whether Calgary can accommodate growth, support a thriving business community, and build the infrastructure, services and communities needed for the city of tomorrow. Key investments and policy changes can create a competitive business environment that directly supports the vibrancy, liveability and prosperity of the entire city.

When planned for, growth can translate into higher productivity, improved quality of life and a stronger fiscal position. To manage this growth, the City must focus on infrastructure investments, safety, competitiveness and vibrancy. An Ipsos poll, commissioned by the City of Calgary, released in April 2026 indicates that half of Calgarians believe the city is on the right track, down from two-thirds a year ago. When asked what 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.



Source: Calgary Chamber of Commerce, June 2026



Engagement

The Calgary Chamber's budget submission is being informed by significant engagement from our 2,000 members – through surveys, roundtables and individual meetings to understand the diverse needs of member businesses that operate in all quadrants of the city.

We're reaching out to hear what matters most. Through May 2026, we polled our members to determine their priorities for the City's 2027–2030 budget. In comparison to [2025](#), members indicate an increased demand for investments in public transit infrastructure, core services and downtown revitalization. Prioritization of investments in public transit infrastructure alone has increased 77 per cent year-over-year.

What we've heard

To capitalize on the significant growth that Calgary continues to experience and to ensure the prosperity and success of the City's business community, our members have indicated that the city should make strategic investments to improve Calgary's infrastructure, safety, competitiveness and vibrancy.

Infrastructure

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.

- Improve service frequency and reliability for existing transit routes, prioritizing routes that are overcrowded or are experiencing significant growth in ridership.
- Advance an underground alignment for the Green Line with long-term plans to extend the route north to 160th Avenue North.
- Implement a practical and predictable zoning bylaw and development permitting process that meet the needs of Calgary's quickly growing population, while giving developers the certainty needed to invest.
- Develop an actionable plan to address Calgary's significant infrastructure funding gap, estimated at [\\$49 billion](#) over the next 10 years, ensuring residents and businesses are not overburdened with property tax increases to pay for aging infrastructure.
- With support from other orders of government, invest in Calgary's sport and recreation facilities, ensuring we can meet current and future demand, and attract national and international sporting competitions.
- Ensure core infrastructure keeps pace with population growth, working with the private sector to ensure Calgary's network infrastructure, phone lines, fibre optic infrastructure, transmission and distribution lines, and network substations have adequate capacity and are well maintained.



Safety

For businesses to succeed, customers and workers must both be safe and feel safe. Meaningful investments in public safety improve social outcomes, enable business growth and protect the city's long-term fiscal health.

- 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.
- Sustain and increase funding as needed to permanently fund the Washroom Attendant Program across downtown, provide enhanced cleaning, and increase support for safety initiatives by Business Improvement Areas.
- 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.
- Invest in wraparound supports for vulnerable Calgarians, including non-market housing, appropriate day space shelters, mental health and addictions services, and employment services.

Competitiveness

For Calgary businesses to continue driving vibrancy and prosperity across the city, a competitive business environment must be prioritized.

- Rebalance residential and non-residential property tax rates, adopting annual incremental shifts until the City achieves a 60-40 split between the residential and non-residential tax split.
- Simplify and accelerate timelines for municipal licensing and permitting processes, providing clarity and consistency on processing time, application guidelines and operating constraints.
- Create user-friendly and 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.

Vibrancy

Calgary's vibrancy – the physical structures that make our city great, and the programs that support them – is directly tied to the strength and prosperity of our business community. 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.

- Develop a *Nighttime Economy Strategy* to expand Calgary's culture economy and support Calgary's tourism and hospitality industries.
- Develop a comprehensive talent attraction strategy. Informed by industry, post-secondary institutions, civic partners, non-profits and relevant provincial and federal partners, the City should implement a fulsome talent attraction strategy.
- Provide increased funding to support sport, recreation and cultural programming across the city, ensuring these facilities can meet the increased demand that comes with rapid population increases.

BETTER TOGETHER.

Calgary's business community plays a critical role in informing the City's budgeting and prioritization process. We are always looking for input from our community – if you have feedback or would like to discuss municipal priorities for your business, please complete our **2026 Municipal Priorities Survey** or reach out to **policy@calgarychamber.com**.

About the Calgary Chamber Of Commerce

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 our 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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