

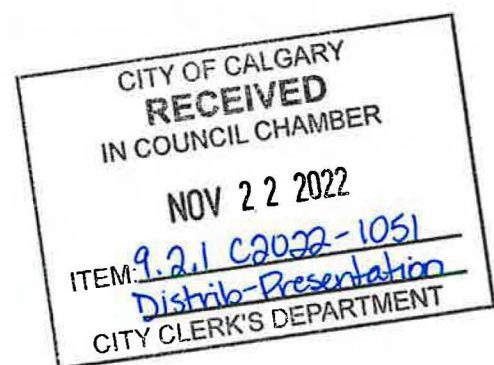
# One Calgary 2023-2026

Supporting the continued recovery and resilience of Calgary  
businesses

# Land Acknowledgement





We acknowledge our privilege to live, work, and serve our business community on Treaty 7 territory.

We give thanks to the generations of people who have stewarded this land and recognize our shared responsibility to honour and care for it, in the spirit of reconciliation.



# Gearing Up for Growth

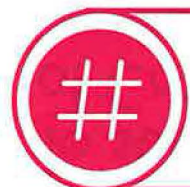
To support the continued recovery and resilience of Calgary businesses, we encourage a focus on:

-  Developing Calgary's narrative nationally and internationally
-  Attracting, retaining, and investing in talent
-  Building a safe and secure city
-  Reducing barriers to, and cost of, doing business



# Developing Calgary's narrative nationally and internationally

## Encouraging Steps Forward



Marketing and communication strategies



Downtown revitalization

## Areas for Growth



Economic diversification



# Attract, retain, and invest in talent

## Encouraging Steps Forward



Community inclusion



Youth employment



Affordable housing

## Areas for Growth



Skills development



Post-secondary institutions downtown



# Build a safe and secure city

## Encouraging Steps Forward



Strengthening Calgary 911



Investing in the  
Calgary Police Service



Supporting  
community organizations



Investments in Calgary Transit

## Areas for Growth



Reporting and information sharing



Activate public transit stations



# Reduce barriers and costs of doing business

## Encouraging Steps Forward



Business licensing



Website upgrades



Increasing availability of online services

## Areas for Growth



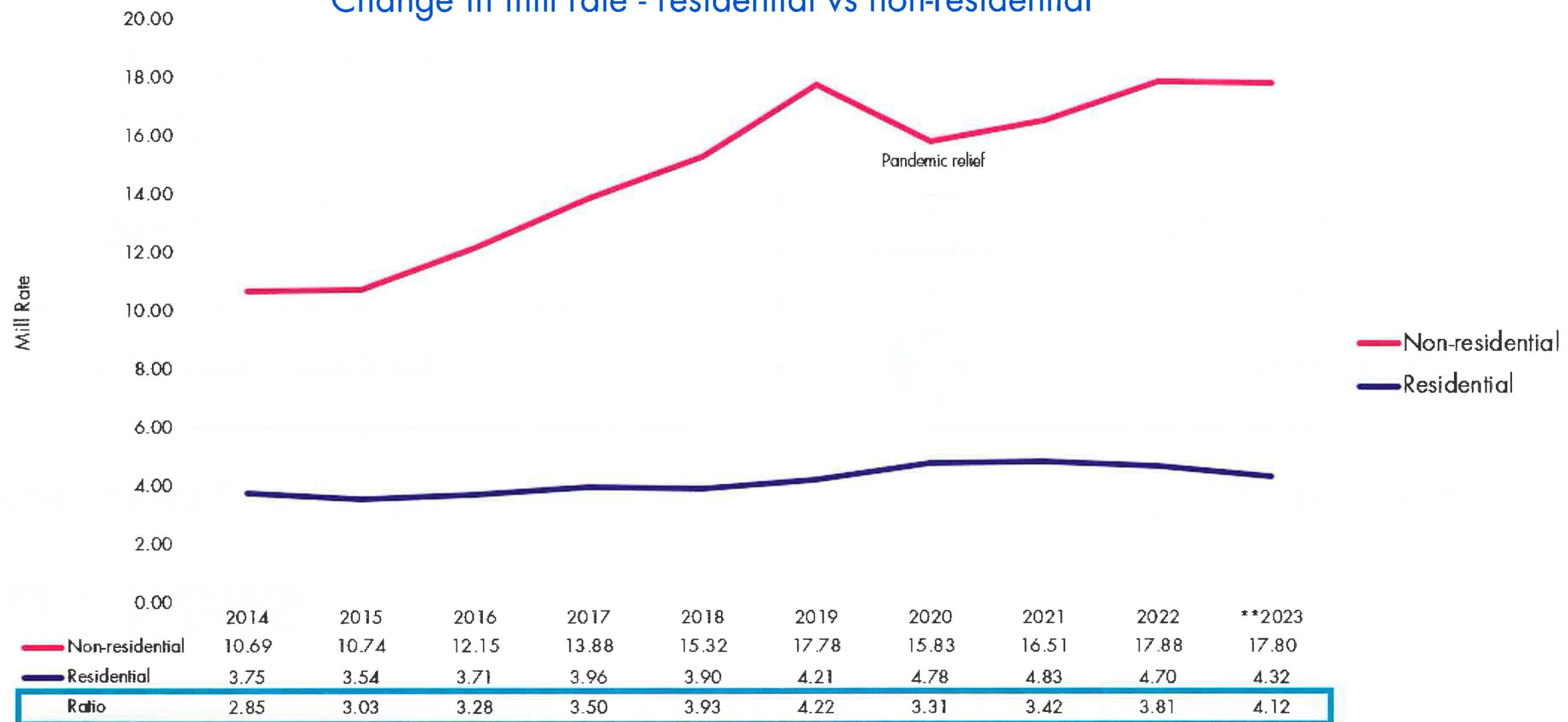
Property tax



Red tape reduction

# Diving Deeper – property tax

Change in mill rate - residential vs non-residential





# Options

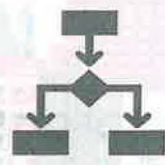


## Ratio

Ratio of 2.8:1 by 2026

Amend ratio over time:

- 3.55 in 2023
- 3.30 in 2024
- 3.05 in 2025
- 2.80 in 2026



## Share

Shift to 60/40 by 2026

Amend ratio over time:

- 54/46 in 2023
- 56/44 in 2024
- 58/42 in 2025
- 60/40 in 2026

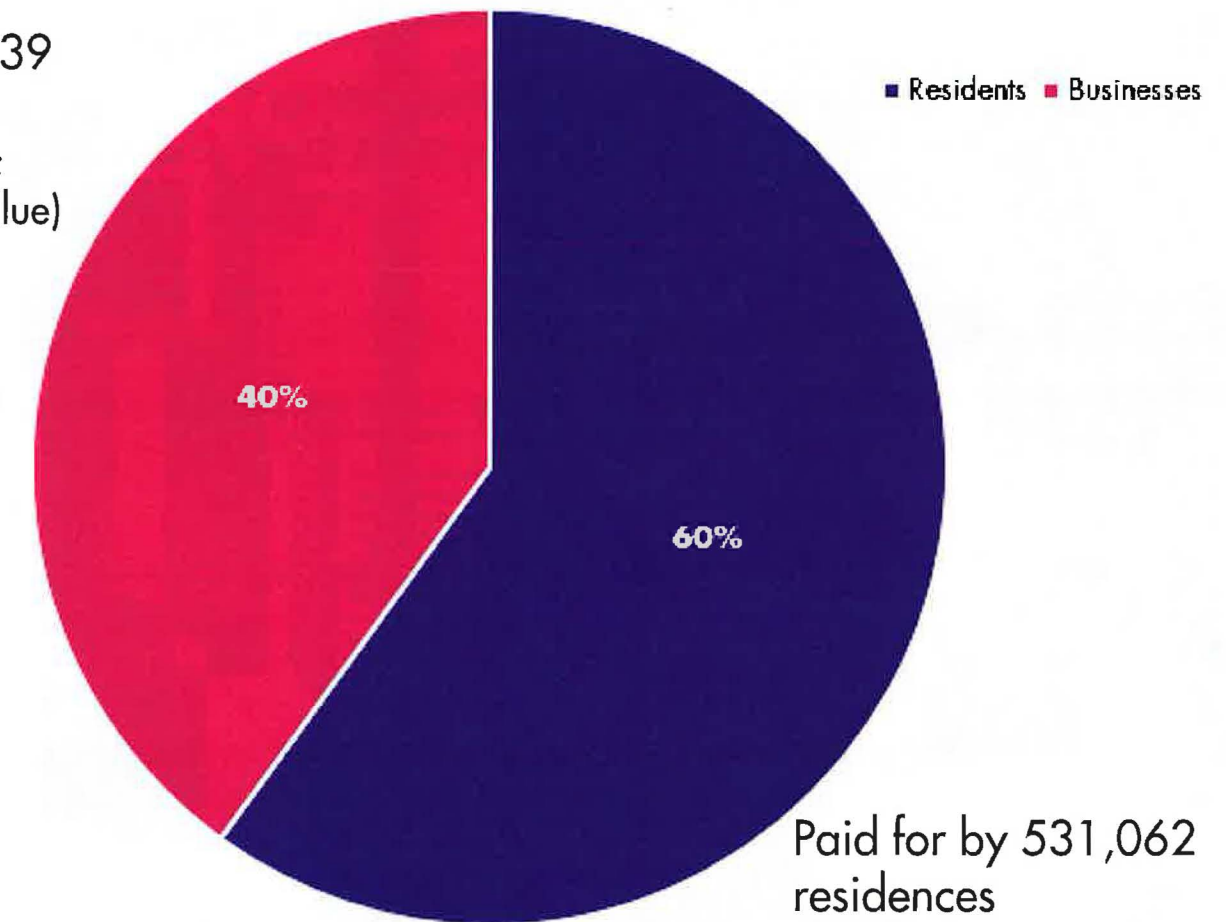
# Rebalancing is needed

## Recommendations

- Re-align tax rates to be more equitable
- Provide businesses predictability on future tax bills
- Ensure Calgary is tax competitive

## Residential vs. Non-Residential Share

Paid for by 14,639  
businesses  
(2.7% of taxpayers;  
26% of assessed value)



Paid for by 531,062  
residences  
(97.3% of taxpayers;  
74% of assessed value)

# Questions?