

**“Calgary’s future is not about choosing between growth and affordability — it’s about building both. With leadership that understands our potential, we can grow with purpose, power Canada’s economy, and create a city where every Calgarian thrives.”**  
**– Jyoti Gondek**

## **ECONOMY**

# **Driving Calgary’s Economic Future with Policies that Deliver Growth, Affordability and Opportunity**

Calgary is the engine driving Canada’s prosperity. A thriving Calgary means a stronger Alberta and a stronger Canada. That’s why building an economy where every Calgarian can share in the success has been a top priority under Jyoti Gondek’s leadership — and will remain one for the next four years.

Over the past four years, Calgary has emerged from the pandemic with momentum, creating jobs, expanding industries and showing the world what Calgarians have always know – that our city is the best place, to invest, live and raise a family. We have had the highest population growth in the country and led Alberta in interprovincial migration. Along with this growth, we have seen billions of investment dollars coming in, thousands of new jobs, and major projects getting started.

Calgary’s success has been rooted in our city’s ability to invest in itself. A forward-thinking City Hall that seizes opportunities becomes the spark for private investment. The Downtown Revitalization Strategy passed by Calgary City Council in 2021 was instrumental in sending the signal that Calgary is prepared to grow with purpose, and under Gondek’s stewardship, this initiative has driven market confidence.

Along with office-to-residential building conversions, Calgary has also seen upgrades to commercial properties throughout downtown, attracting businesses from other high-cost markets like Toronto and Vancouver where affordability struggles make it harder to compete. As a result of providing better spaces for businesses to thrive and incentives like the Opportunity Calgary Investment Fund, Calgary is home to the fastest growing tech sector in North America. Calgary is the example heralded for other cities in North America who are trying to modernize downtown.

Our success in building our city and the economy has been unparalleled in the last four years, and goes far beyond work downtown. Along with these downtown office conversions strengthening our tax base, Calgary has embarked on a joint venture with neighbouring Rocky View County to approve a rail-served hub and industrial opportunity that will make Calgary the leading inland port in Canada.

Creating this trade corridor and boosting manufacturing ability within the Calgary region means we are improving national trade opportunities across the country, and between Canada, United States and Mexico.

Calgary has also invested in the arts as a driver of the economy, with Arts Commons and Glenbow Museum upgrades that make us the leader in ambitious arts-based growth in Canada. The on-time and on-budget completion of the BMO Convention Centre expansion has also attracted investment in the Culture + Entertainment District, further supported by a new event centre. These two city-shaping projects have led to three new hotel and residential projects being announced by Marriott in partnership with locally-owned Truman.

But prosperity must be shared. We must leverage our economic strength to ensure that all Calgarians can take advantage of the tremendous growth we've seen. For far too many in our city, affordability is a significant concern that is topped by the need for an affordable place to live. A strong economy means that we can reinvest in our people by creating affordability in both market and non-market housing, particularly with the support of federal funding like the Housing Accelerator Fund.

Calgary has created a strategy for housing that leads the country in building more homes. We have invested in growing communities where existing infrastructure can support more homes and neighbourhood amenities like grocery stores, community centres and fire halls. Our city has also opened up greater opportunity for non-profit housing providers to create more housing on surplus city-owned lands.

Together, these initiatives have created more than \$15 billion in construction projects over the next three to five years — Calgary's biggest surge since 2008. Jyoti Gondek's plan is simple: lock in this prosperity, keep Calgary affordable, and ensure growth benefits every Calgarian.

This plan is for all Calgarians.

## Theme 1: Continue revitalizing downtown as a hub for business, culture and housing.

Calgary's continued growth depends on a vibrant and resilient downtown. Our core is more than a collection of towers – it is the heartbeat of our economy, the home of world-class amenities, and the place where arts, culture, education, and business converge. A prosperous downtown fuels the tax base that supports every service Calgarians rely on, from transit to fire halls, parks to recreation.

A strong, busy and vital downtown core signals to investors, residents, and visitors that Calgary is a city of opportunity. It attracts businesses from across North America, brings new life to underused buildings, and creates the housing and amenities needed to keep our city affordable. It's where ideas spark, partnerships form, and the future of Calgary is built.

That's why under Jyoti Gondek's leadership, Calgary has made unprecedented investments in revitalizing downtown – from office-to-residential conversions that create more homes, to cultural landmarks like Arts Commons and the Glenbow, to incentives that attract new industries and students to the core. And the work will continue.

Investing in downtown also means we'll be creating a strong tax base, from where a certain and predictable revenue stream can be generated to provide the municipal services that Calgarians rely on every day.

This bold plan for the next four years lays a blueprint for more growth, more investment and more opportunity, so all Calgarians benefit.

**“When downtown thrives, all of Calgary thrives. A strong core is the heartbeat of our economy, our culture, and our future.”**  
**– Jyoti Gondek**

### **Reinvest in the Downtown Conversion Incentive Program**

- To ensure that private sector partners can identify and modify existing buildings to create more housing options in the core.
- Building on the 11 projects that have already created 1,500 more homes downtown, Calgary can continue to have more people living and working close to existing amenities and transit for a more affordable lifestyle. More information here: [Downtown Incentive](#).

### **Accelerate projects that can breathe new life into downtown spaces**

- Move beyond office to home conversions to include post-secondary, student housing, arts and innovation uses.
- Facilitate partners like Bow Valley College in achieving their vision of campus expansions, in a similar way to the University of Calgary's School of Architecture, Planning and Landscape has taken up home in a converted downtown building. More information here: [University Campus Expansion](#).

**Update the Downtown Revitalization Strategy**

- Include City-owned buildings for sale amongst those that receive incentives for conversion and identify how the demolition incentive can apply to City-owned properties being purchased by partners with a new vision for the space.

**Protect the Opportunity Calgary Investment Fund**

- Ensure that the \$60 million reinvestment into the Opportunity Calgary Investment Fund (OCIF) remains in future budgets to offer incentives to innovative businesses that wish to relocate to Calgary or grow their business in our city.

**Future-proof the downtown police station**

- Ensure that the downtown police station remains viable by asking Calgary Police Commission to consider including it in their base budget request.

**Invest in Public Safety**

- Continue to fund integrated response and coordinated outreach teams to ensure that the right responders are attending calls for action.
- Fund pilot funding for a dedicated non-emergency line to report concerning incidents that do not need 911 deployment.

**Champion Tourism Calgary**

- Support Tourism Calgary as a Civic Partner in offering programs that encourage more tourism and patronage for downtown businesses, along with promoting Calgary nationally and internationally for our world class attractions, amenities and events.

**Create a Downtown Retail Support program**

- Improve the coordination of construction within important business districts by creating a working group comprised of local business representatives, utility providers and contractors.
- Design communications strategies that link business owners with a key contact at The City of Calgary to understand the impacts of planned projects on businesses, as well as committing to customer service standards that prioritize business realities.

## Theme 2: Expand infrastructure and incentive opportunities to strengthen Calgary's role in global markets

Calgary is a city that consistently punches above its weight — and the last four years have proven that our vision, resilience, and ambition set us apart. We've built momentum, and the next four years are about securing those gains and ensuring every Calgarian benefits from them.

Some may say a mayor should “stay in their lane” — worry about potholes and garbage pickup. And yes, those things matter. But the job of mayor is also to think bigger. Calgary doesn't need a mayor who shrinks the role. Calgary needs a mayor who can fight for nation-building projects, strengthen our tax base, and unlock opportunities that set our city up for the next generation.

That means standing up for Calgary in negotiations with every order of government. It means making sure our city gets its fair share of investment and respect for the outsized contributions Calgarians already make to Alberta and Canada. And it means shaping the big projects — trade, infrastructure, innovation, and cultural growth — that will keep Calgary competitive on the global stage.

With the right leadership, Calgary will remain a hub for energy, logistics, manufacturing, technology, film, and digital media. This is about more than today's economy. It's about building Calgary's future — safe, strong, and full of possibility.

By pursuing these investments and incentives, we're doing more than just fixing potholes and picking up garbage. We're building a city where Calgarians enjoy lower taxes, better services, and the kind of world-class amenities that make life richer — from beautiful parks to strong community centres, to modern recreation facilities.

That's why this work matters. A stronger, more prosperous Calgary means a better quality of life for every Calgarian.

**“When we think bigger than potholes and garbage, we can deliver lower taxes, better services, and the kind of world-class city Calgarians are proud to call home.”**  
**– Jyoti Gondek**

**Secure Calgary's fair share of federal investment.**

- Fight to ensure Calgary receives Major Projects Office and infrastructure dollars proportionate to our contribution to the national economy – with a focus on projects that create jobs quickly and grow the tax base.

**Build the Prairie Economic Gateway.**

Create 30,000 jobs and generate \$7 billion of economic activity over the next decade by building the **Prairie Economic Gateway**.

- This joint venture between Calgary and Rocky View County is innovation in action, linking trade opportunities across the country and between Canada, United States and Mexico.
- Pair industrial land with manufacturing space so more of what we use is made here, not shipped past us.
- Strengthen supply chains with more local production and alternatives shipping methods for local, national and North American trade.
- Co-locate AI and data centres in Prairie Economic Gateway to bolster the link between technology and logistics, as well as converting waste heat to energy for a circular economy.

**Continue to harness and grow the initial investment made by aircraft manufacturer De Havilland**

Canada into the Calgary region by identifying and funding expansion opportunities with both public and private sector partners, generating more well-paying jobs and economic uplift.

**Make Calgary the most film-friendly city in Canada.**

Continue to champion the Film Friendly Team at the City of Calgary in their partnership with the Calgary Film Commission

- Ensure that budget allocations allow for access to locations, expedited permit approvals and scouting needs.
- Promote Calgary's standing as a top North American destination for filming and post-production. More information here: **Calgary Film Industry**
- Push the Government of Alberta to increase and expand incentives offered to film and television productions and renew the ask for a Digital Media Tax Credit to support local investments in gaming and e-sports. More information here: **Bow Valley College**

## Theme 3: Becoming Canada's future-focused, investment-ready energy capital

Calgary's story is rooted in energy leadership. For decades, our city has powered Alberta, Canada, and the world through innovation in conventional energy. Today, under Jyoti Gondek's leadership, Calgary is charting the next chapter – where our legacy strengths in oil and gas stand alongside clean tech, renewables, and advanced energy systems. By marrying established expertise with bold new investment, Calgary is positioning itself as North America's future-focused energy capital.

This leadership is on display. Each June, Calgary hosts the Global Energy Show, attracting thousands of investors, innovators, and industry leaders to our city. And in September, we welcomed the World Energy Cities Partnership (WECP), with Mayor Gondek serving as its vice-president.

That platform allowed us to showcase our energy transformation to the world, highlight local companies excelling in the sector, and announce increased support for the Energy Transition Centre – a hub where innovation, collaboration, and investment intersect.

In short, Calgary is the epicentre of Canada's energy, and it is the launchpad for Canada's energy future. By attracting global investment, strengthening local innovation, and leading on both renewables and conventional energy, we are making Calgary the most investment-ready energy capital in North America.

**“Calgary has always powered this country. Now we are proving to the world that we can lead in both conventional energy and clean innovation, making Calgary the most investment-ready energy capital in North America.”**  
**– Jyoti Gondek**

**Stand up for Calgary's conventional energy sector as a cornerstone of Canada's economy, while ensuring it remains competitive and sustainable into the future.**

- Champion the call for new pipeline capacity so our resources can reach global markets responsibly.
- Attract new investment to Calgary by promoting our city as the headquarters of Canada's energy sector – where global companies can access talent, innovation, and infrastructure.
- Advocate for investment in emissions-reducing technologies like carbon capture, utilization, and storage (CCUS) that protect jobs.

### **Profile Calgary on the Global Energy Stage**

- Work with Calgary Economic Development to identify opportunities to showcase our city at major international energy events, like CERA Week in Houston.
- Leverage these platforms to attract energy-focused tech companies, build global partnerships, and secure Calgary's place as host city for world-class gatherings like the 2023 World Petroleum Congress.

**Drive Investment in Renewables and Clean Energy**

- Explore new opportunities to bring investment into Calgary's growing clean energy sector.
- Support transformative projects like the Future Energy Park waste-to-energy facility and the Deerfoot Solar Project in southeast Calgary, demonstrating that Calgary is ready to lead in both conventional and renewable energy.

**Continue to advocate for natural gas as a local and global solution for clean energy.**

- With Enmax, demonstrate to federal officials that the existing clean electricity regulations fail to recognize the diversity of power sources that are needed to drive an economy rooted in technology. The focus of federal regulations should include emissions reduction in the use of natural gas, making Calgary a best practise case study.
- Advocate for more liquified natural gas (LNG) production and shipping to reduce global reliance on coal-based power, ultimately leveraging Canadian innovation to reduce global carbon emissions.

**Support Residents and Business Owners to Save Energy and Costs**

- Maintain and increase investment over time in the Clean Energy Improvement Program (CEIP) to allow Calgarians to participate in an energy efficient future. To date, all intakes of CEIP are oversubscribed within hours, indicating household desire to increase energy efficiency.
- Steward the Commercial Clean Energy Improvement Program to enable non-residential buildings to achieve higher energy efficiency, which brings down emissions at the municipal level.



## Theme 4: Keep affordability at the forefront so Calgarians thrive as the city grows

Calgary is a city of opportunity, but opportunity only matters if people can afford to seize it. Even as our economy expands and our population grows faster than any other major city in Canada, too many Calgarians are struggling with the rising cost of housing, groceries, and daily life. Affordability must remain at the centre of every decision we make.

Under Jyoti Gondek's leadership, Calgary is proving that we can grow responsibly. That means accelerating the construction of housing, cutting red tape so projects get built faster, and ensuring that new communities are sustainable and livable for families.

It also means making life more affordable through services Calgarians count on — from the low-income transit pass that connects people to work, school, and opportunity, to recreation passes that ensure families can stay healthy, active, and connected in their communities. And it means fighting to keep more of Calgary's tax dollars here at home, so we can keep costs down and invest directly in the services Calgarians rely on.

Because keeping Calgary affordable isn't just about managing today's pressures — it's about building a future where every Calgarian can thrive, whether they are just starting out, raising a family, or choosing Calgary as their new home.

**"Calgary must remain a city of opportunity, where people can afford to live, work, and raise a family. That's why affordability is at the heart of every decision I make as mayor."**  
**– Jyoti Gondek**

### **Accelerate housing construction**

- Through common sense ideas we can continue leading the country:
  - sale of city-owned land to non-profit affordable housing providers
  - expediting permits
  - incentives for secondary suite construction
  - working with developers to prioritize more family sized units.
- This will give more Calgarians the opportunity to live with dignity, whether renting or owning.

### **Leverage existing federal funding for housing and highlight the need for more**

- Demonstrate that Calgary leads the country in housing starts
  - The city's stewardship of \$228 million through the Housing Accelerator Fund highlights Calgary is efficient and effective at putting dollars to work. This was recognized with a bonus \$28 million for strong early performance on housing.
  - Calgary can be a model for other municipalities across the country.
- Highlight the need for funding to match growth.

**Build upon the success of the Attainable Homes Calgary (AHC) pilot project for modular housing in partnership with ATCO**

- Continue to support the work of AHC in providing perpetually affordable housing.
- Work with Federation of Canadian Communities to demonstrate that the AHC pilot is the way to increase affordable housing options in Canada as quickly as possible.

**Maintain the Fair Entry program to allow low income Calgarians access to critical services**

- Fund the Low Income Transit Pass to ensure Calgarians in need are able to use transit for all their mobility needs
- Offer lower rates for access to recreation facilities to ensure that adults and children are able to access programming like swim lessons, yoga classes, workout classes, skating lessons and more
- Grow the Fair Entry program to address digital poverty and energy poverty, in partnership with the private sector and other orders of government.

**Keep fighting to keep more of Calgarians' property taxes here in Calgary where they are needed**

- Continue to call out the Alberta Government's education property tax hike, resulting in 37% of Calgarians' property dollars leaving the city. This is neither acceptable nor affordable for property owners in the province's largest city.
- The equalization payment model that Calgarians are being subjected to does not work. While the provincial portion of property taxes is supposed to be for education purposes, we are not seeing enough schools being built to keep up with demand and we are not assured that the money collected from Calgarians will come back to our city.
- We need the provincial government working with us to keep taxes low and reinvest in core services.
- Demand that the provincial government recognize and repair the \$437 million funding gap they have created by defunding important municipal infrastructure and operating grants, increasing the tax load for Calgary taxpayers. More information here: [City of Calgary Finances](#)

# Conclusion

Jyoti Gondek's plan for an economy that prioritizes affordability is ambitious and achievable with the right leadership. By focusing on people first and understanding that an affordable city drives prosperity for all, Gondek's vision and corresponding actions have already made a difference for Calgarians. And there is still more to do.

We will revitalize the downtown to make it a hub for business, culture and housing, one that is supported by greater public safety initiatives and investments in gathering places.

We will expand Calgary's role in global markets by strengthening trade and logistics, by fighting to ensure Calgarians get their fair share of investment dollars from the federal Major Projects Office. And we will create 30,000 well-paying jobs and generate \$7 billion in economic activity by building the Prairie Economic Gateway.

We will grow the economy while also keeping affordability at the forefront. Permits for housing will be expedited while we support accelerated secondary suite construction. There will be a concentrated effort to get more of Calgarians' tax dollars back from the provincial and federal governments to increase affordability for everyone who calls this city home.

Together we will do all of this and more.

A handwritten signature in red ink, appearing to read "Jyoti", with a long horizontal line extending from the top of the letter 'J'.