

Calgary



Planning & Development Services 2024 Annual Plan



Publishing Information

Title

Planning & Development Services
2024 Annual Plan

Author

The City of Calgary

Published

Q1 2024

The City of Calgary
Records & Information Management (RIM)
Calgary Building Services
P.O. Box 2100, Station M, Mail Code: 8115
Calgary, AB T2P 2M5

Phone

311 or outside of Calgary 403-268-2489

Fax

403-268-4615

calgary.ca

Table of contents

Introduction

- Land Acknowledgment 4
- Our Senior Management Team 5
- 2023 Year in Review 6
- 2024 Forecast 7
- Our Journey in Truthing and Action 8

Our 2024 Goals

- Supporting Our People 12
- Service, Time and Quality for Applications 13
- Modernizing City-Building 14
- Housing Strategy 15
- Downtown Revitalization 16
- Climate Mitigation and Adaptation 17

Our Service Deliverables

- Climate & Environmental Management 18
- City Planning & Policy 19
- Development Approvals 20
- Building Safety 21
- Business Licensing 22

Land Acknowledgment

Calgary is located on the ancestral and traditional territory of the Blackfoot Confederacy, made up of the Siksika, Piikani, Amskaapiikani and Kainai First Nations; and the Îethka Nakoda Wicastabi First Nations, comprised of the Chiniki, Bears paw, and Goodstoney First Nations; and the Tsuut'ina First Nation. The city of Calgary is also homeland to the historic Northwest Métis and to the Otipemisiwak Métis Government, Métis Nation Battle River Territory, Nose Hill Métis District 5 and Elbow Métis District 6. We acknowledge all Indigenous people who have made Calgary their home.

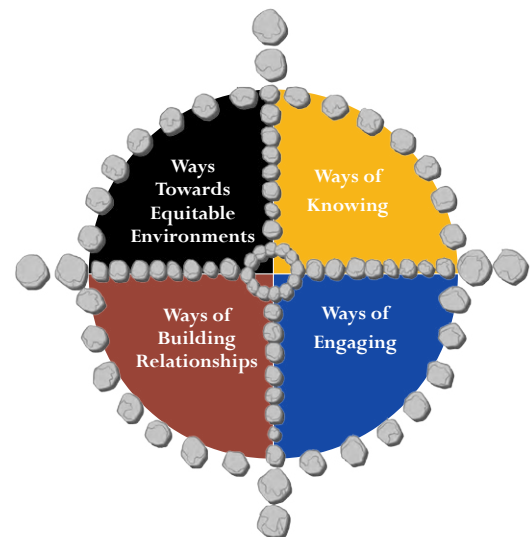
Guided by the White Goose Flying Report, The City's response to the findings of the Truth and Reconciliation Commission, and the Council-approved Indigenous Policy which outlines meaningful ways forward to build common ground, The City is beginning to explore how to better understand and act on our shared foundations with Indigenous peoples. While discussions continue regarding our own actions and efforts, The City is committed to beginning to actively explore ways to redefine our understandings, our assumptions, our relationships, and our abilities to build a more inclusive and equitable city based on our shared foundations.

Where are we as a department in this journey?

The City of Calgary, along with the Planning & Development Services Department, is striving to move forward the incorporation of Indigenous foundations and blend them into the work we do. The Council-approved Indigenous Policy consists of **Four Ways Forward** and affirms that The City will "... sustain the active and shared process of reconciliation through investing in ways of knowing, ways of engaging, ways of building relationships, and ways towards equitable environments with Treaty 7 First Nations and urban Indigenous peoples to improve relations between The Corporation and the Indigenous community:"

As an organization we have the enabling policy from which to build, pilot and prototype new ideas, approaches and policy in partnership with Indigenous communities.

As a department we are also committed to undertaking public sector staff training on Indigenous issues, intercultural competency, conflict resolution, human rights and anti-racism, (Truth & Reconciliation Commission of Canada - Call to Action #57)



Source: Indigenous Policy Framework for The City of Calgary.

Our Senior Management Team

The Planning & Development Services (PDS) department is at the forefront of guiding our city through growth and change. We are committed to making Calgary a great place to live, work and play, both today and into the future. We appreciate your contributions that are already shaping the future of Calgary – a city that's welcoming, equitable and full of life.

We support the building of communities that are more than just places to live; they are thriving areas with sustainable lifestyles, various housing choices and lively neighborhoods. Our citywide growth strategy is a clear plan, tailored to meet the needs of individual neighbourhoods, while contributing to the overall development of Calgary.

Every decision and plan we make is in line with the policies that we work on. This is a deliberate choice that supports Council's goals and our department's commitment to a strong and resilient Calgary.

Looking forward, we are entering a new period of growth and opportunity. Our dedication remains steadfast in enhancing services, promoting sustainable development and encouraging community involvement. As we see our revitalized downtown emerge, address climate & environmental considerations and modernize our planning methods, we're making it possible to become a thriving city of 2 million people.

This 2024 annual plan is meant to provide guidance, direction and to support collaboration across the department to execute on Council's Refined Strategic Direction and deliver on the second year of the 2023-2026 Service Plans and Budgets.

We're excited about the future and confident in our team's ability to meet the needs of Calgarians and achieve the plan set out here. As we start this new year, let's keep up our momentum, learn from our experiences and work together to maintain Calgary's strength, resilience and vision.

Here's to building a brighter, bolder and more resilient Calgary together.

Planning & Development Services Senior Management Team



Brenda Desjardins



Carolyn Bowen



Deb Hamilton



Josh White



Thom Mahler



Randel Coles



2023 Year in Review

Service Impact



11
projects approved through the Downtown Calgary Development Incentive Programs in 2023 to remove vacant office space



6,559
planning application decisions in 2023



15.2
hectares of industrial development approved in 2023



90,966
safety code permits reviewed and issued in 2023



249,772
safety code inspections completed in 2023



181,527
customer interactions in 2023



2,884
secondary suites registered in 2023



11,235
new business licenses in 2023



3,079
business complaints addressed in 2023



82
communities and industrial areas engaged in creating local area plans in 2023



227
affordable housing units approved in 2023



15,393
housing units approved for occupancy in 2023



61,192
people engaged at policy-related public engagement events in 2023



8
heritage resources designated as Municipal Historic Resources in 2023 (135 to-date)



81,095
Calgarians living in communities with modern Local Area Plans approved in 2023

2024 Forecast

In 2023, Calgary experienced its most significant population growth since 2014, with now close to 1.39 million people making our city their home. The work of PDS prepares Calgary for long-term sustainable growth, preparing for a future where two million people could call Calgary home. The rate at which our city progresses toward the milestone of 2 million residents depends on many factors, including recent developments related to net migration and inflation. Based on the latest Economic Outlook, this growth is anticipated to support housing demand, as relative affordability compared to other large Canadian cities supports this influx of new Calgarians. However, prolonged higher interest rates will impact businesses and homeowner mortgages.

With the effects of the recent El Niño event expected to persist into the first several months of 2024, drought remains a top climate hazard, as the Rocky Mountains limit the amount of humid Pacific air reaching the South Saskatchewan watershed. Low precipitation and water levels in the Bow River Sub-basin could continue to stress Calgary's water supply, the urban tree canopy, open spaces and other environmentally sensitive areas. Climate change can exacerbate these effects by increasing the frequency, duration, and severity of many extreme climate related events, such as extreme heat, flood and hail. Additionally, dry conditions increase the risk of fire, particularly upstream of Calgary, which can impact water quality and can increase Calgarians' exposure to smoke.

The **Growth and Development Climate Framework** will drive progress in 2024 toward the interim emissions target to reduce Calgary's greenhouse gas (GHG) emissions to 60 per cent below 2005 levels by 2030, with the goal of achieving net zero emissions by 2050 and reduce of climate risks through our city-building process. The upcoming Alberta editions of the National Building Code and the National Energy Code for Buildings will come into force in the spring of 2024, which will help advance energy efficiency requirements to achieve a net-zero-ready standard for new homes and buildings by 2030.

In the first two months of 2024, the development industry delivered 2,567 new housing units approved for occupancy, a 50 per cent year-over-year increase. Building permits issued in the first two months this year approved the construction of a further 3,238 units. New communities are supported with 10-13 years of serviced land supply for almost 76,000 homes, based on current forecasts. Above-forecast growth can still be accommodated with 7-10 years of serviced land supply. Growth will depend on efforts by governments to boost the supply of skilled labour and will be sensitive to raw material pricing and interest rates.

The latest Economic Outlook suggests that economic uncertainty and elevated financing costs may slow commercial investment in 2024. Such concerns are balanced against Calgary's reputation as a city that is open for business, which helps attract and retain capital investment and talent. Efforts to incentivize industrial development and the anticipation of new industrial typologies and districts through the City Building Program may influence activity this year and next. Potential changes in offsite levies and related factors could impact competitiveness. The reduction of the Noise Exposure Forecast contour area around the airport may result in conversion of industrial land to residential.

Future Forecast for 2024



6.6%
Prime Business
Loan Rate



10,500
Housing Starts
('000 units)



6.3%
Unemployment Rate Calgary
Economic Region (CER)



\$6.3B
Total Building
Permits



15,800
Net Migration

Source:

- Corporate Economics (2023, October 31). [Fall 2023 Calgary & Region Economic Outlook 2023-2028](#)
- Growth Analytics. (2023, October 16). [Suburban Residential Growth 2023-2027](#)

Our Journey in Truthing and Action

There are many pieces of work and discussions occurring across the department, intentionally incorporating the **Four Ways Forward** as outlined in the Indigenous Policy; **ways of knowing, ways of engaging, ways of building relationships, and ways towards equitable environments.** Our evolution as a department is underway!

What we completed in 2023

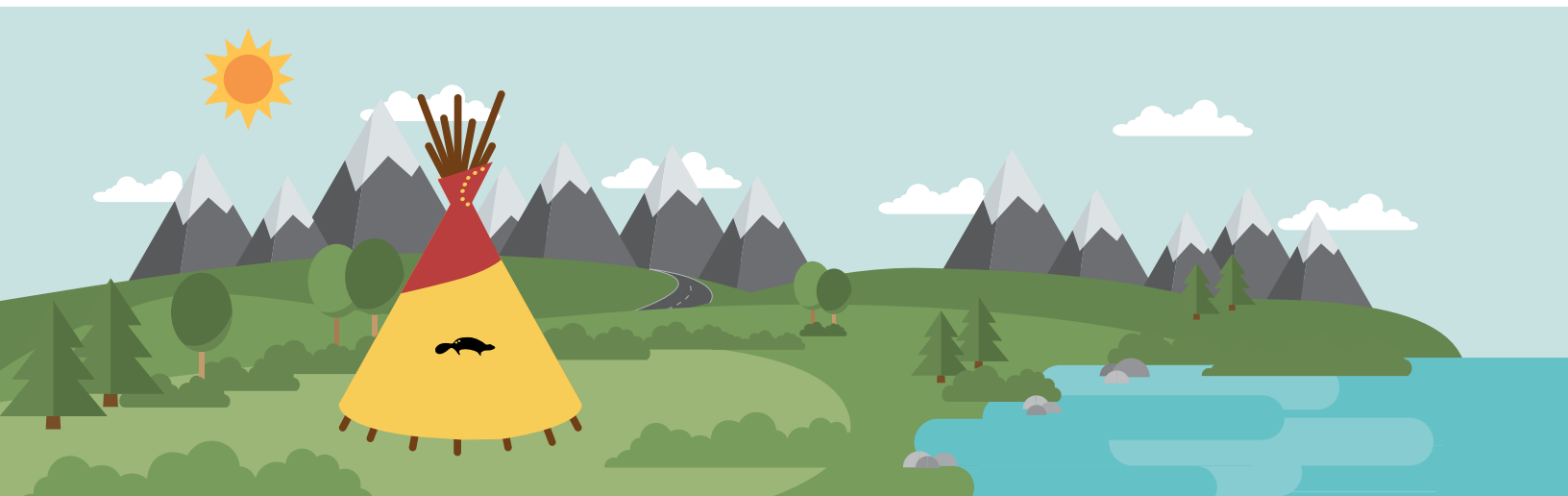
- **Seasons for Reconciliation** – Planning & Development Services staff educational series – Completion of a successful 2023 pilot program.
- **Water Land and Climate Summit Series** – Calgary River Valley Project. Completion of four engagement sessions in 2023, Finalization of co-developed report, and the integration of possible policy actions into the Calgary River Valleys Project and the City Building Program.
- **Partners in Planning** – Medicine Hill learning session. Collaborative session facilitated by The City of Calgary and The Federation of Calgary Communities.
- **Beaver Lodge and song transfer on Medicine Hill** – Ceremony was carried out in collaboration with Planning & Development Services and Parks & Open Spaces. Ongoing stewardship of the Beaver Song and Tipi has been integrated into the Planning & Development Services departmental identity and shared experience
- **Beaver Lodge ‘team’ training** – set up & take down learnings, protocols and staff oral tradition practice. Creation of a Planning & Development Services team of staff volunteers who are trained in the protocol of lodge set up and take down, providing this service when called upon throughout the year. Verbal and visual manual of the lodge set up and take down has been created to support team succession planning.
- **Formalization of the linisskimm Network** – a collection of department staff that have direct linkages in their work towards the advancement of Truth & Reconciliation actioning. Members share a like-mindedness to advance departmental ‘truthing’ and ‘action’.



Piita (‘Eagle’ in Blackfoot)

The idea of Piita Seeing is to understand the interrelatedness and holistic nature of the work being developed in Planning & Development Services within the foundation of ways forward, the relationships being formed, and the collective interest and progress in Indigenous place-making or land-based planning happening simultaneously across the ancestral lands of Indigenous people.

(feather image credit - Indigenous Policy Framework)



What are we continuing to work towards in 2024

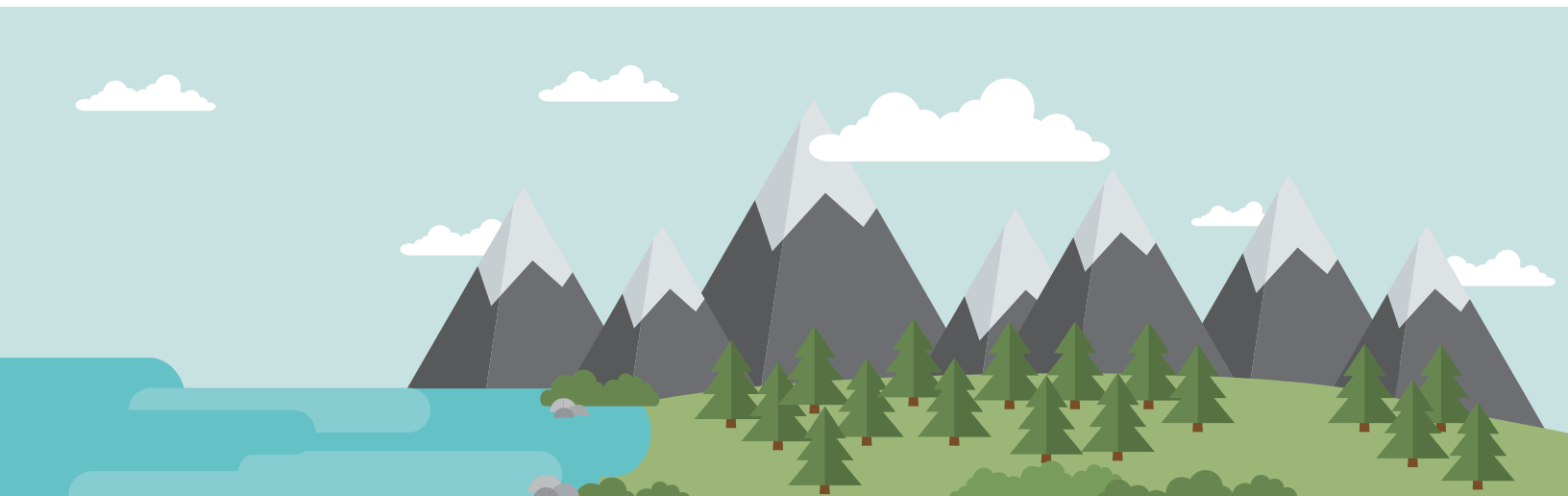
- **Seasons for Reconciliation** – Renewal of program participation offering to staff again in 2024.
- **Passion for Planning** – Indigenous content inclusion – Community Planning’s bi-annual staff learning series.
- **Triple Bottom Line** – Indigenous scoping and planning for content. Reflecting Indigenous perspectives on sustainability and Truth & Reconciliation.
- **Indigenous Cultural Heat Map** – collaborative mapping and catalogue project co-led by the Indigenous Relations Office and Planning & Development Services. A GIS mapping tool is built and the process of capturing information gathered through engagements with traditional knowledge keepers are underway.
- **City Building Program** – Incorporation of local Indigenous communities, Indigenous knowledge and considerations into how we city-build. Integration of Indigenous content into bylaw, policy and statutory documents.
- **Local Area Plans/Reviews** – Technical Advisory Committee membership includes representatives from The City’s Indigenous Relations Office and members are involved with Local Area Plan development and review.

Guiding Resources

- [White Goose Flying Report](#)
- [Indigenous Policy](#)
- [Indigenous Framework](#)
- [Truth & Reconciliation Commission Calls to Action](#)
- [United Nations Declaration on the Rights of Indigenous Peoples \(UNDRIP\)](#)
- [The City of Calgary Anti-Racism Strategy](#)

Strategic Guidance

- Indigenous Relations Office (IRO)
- Treaty 7 Traditional Knowledge Keepers
- Métis Elders
- Inisiskimm Network



Planning & Development Services – Our 2024 Goals

Corporate Goals

Our People

Create a supportive, inclusive, and safe workplace for current and future employees.

Our Team

Work together to be a future-focused, resilient organization

Department Goals



Supporting Our People

We prioritize the support, wellbeing and safety of our people who contribute to the success of The City, our department and our communities.



Modernizing City-Building

We implement the vision for Calgary as presented in the Calgary Plan and modernized Local Area Plans

Council

Deliver on Council priorities.

Calgarians, Businesses, Communities and Colleagues

Deliver quality
public services.



Housing Strategy

We will support and implement Home is Here: The City of Calgary's Housing Strategy.



Downtown Revitalization

We will realize the vision of Calgary's Greater Downtown Plan



Climate Mitigation and Adaptation

We will enable and empower the corporation and community to act on climate change.



Service, Time and Quality for Applications

We partner with our customers to build a great city through Service, Time and Quality.

Supporting Our People

We prioritize the support, wellbeing and safety of our people who contribute to the success of The City, our department and our communities.

To do this in 2024 we will

Listen and Enable:

- Invite feedback while creating opportunities to engage and act on what is heard, including delivery of a **Corporate Employee Survey** action plan
- Acknowledge, celebrate, and recognize the great work by PDS staff, including through the **PEAK Performer** program.
- Create and improve communication channels with feedback loops and two-way dialogue.

Develop and Invest:

- Clarify roles, priorities and workplans to build a workplace that continues to welcome new talent to the right places, at the right time.
- Maximize investments in professional development, wellness and recognition by engaging with staff to deliver meaningful opportunities.
- Target leading and development supports to help staff in their current work and growth.

Healthy and Safe Environments:

- Continue to create physical work environments that foster collaboration and provide employees with the right tools for their job.
- Support a psychologically safe and respectful workplace, including through psychological safety assessments and training.
- Support a healthy work-life balance, including encouraging use of the Health and Wellness Subsidy. Knowledge resources regarding Health and Wellness subsidy.
- Update and use hazard assessments to create a culture of reporting safety conditions.

Equity, Diversity, Inclusion and Belonging:

- Create workplans related to Equity, Diversity, Inclusion and Belonging.
- Use equitable processes in recruitment, including diversifying interview panels.
- Create safe places that engage staff in learning that recognizes diversity and creates inclusion and belonging.
- Build racial equity by providing learning opportunities to encourage an anti-racist work environment, including corporate anti-racism training.



Service, Time and Quality for Applications

Planning & Development Services partners with our customers to build a great city through Service, Time and Quality.

We believe that by prioritizing customer service, delivering service on time and enabling quality outcomes, we can foster a great Planning & Development Services experience and a vibrant, liveable city for all Calgarians.

Service

- We will interact with you in the format that works best for you; in person, online, by phone or email.
- We will respond promptly within two business days to your inquiries on an application, even if we can only provide an interim answer.
- We strive to understand the customer journey and work to improve your experience.
- If we have a challenging issue or decision pertaining to your service, we will notify you promptly and work with you towards resolution wherever possible.
- You will have the opportunity to participate in satisfaction surveys during and after your application, as well as customer and Calgarian experience workshops.

Time

- We meet our timeline commitments 80 per cent of the time on all permits and applications.
- We share our approvals time standards and performance by permit and application type on www.calgary.ca
- We prioritize applications based on criteria aligned with council priorities.

Quality

- We ask that your application be complete and meet city-building standards, as quality applications lead to faster approvals.
- We commit to setting clear application expectations.
- We strive to achieve quality city building outcomes for Calgarians in alignment with the urban design principles of the Municipal Development Plan.
- We are committed to streamlining our processes and investing in digital systems and tools to facilitate quality outcomes.

Planning & Development Services employs a **PEAK Customer Service** model which teaches, encourages and reinforces our customer service values of staff being proactive, empathetic, knowledgeable and action-oriented.



Modernizing City-Building

We implement the vision for Calgary as presented in the Calgary Plan and modernized Local Area Plans.

To do this in 2024, we will deliver

The **City Building Program** will provide the guidance and tools that will enable enhanced housing security and choices, promote economic development, foster inclusive and equitable communities, address climate change and strengthen relationships with Indigenous communities. The program has three main components that will go before Council by the end of 2024:

- **The Calgary Plan** will merge the Municipal Development Plan (MDP) and the Calgary Transportation Plan (CTP) into one cohesive document shaping the city's land use patterns and transportation networks.
- **Zoning Bylaw**, currently called the Land Use Bylaw, will simplify the rules that govern the use of land and the form of buildings in the city.
- **Street Manual**, currently known as the Complete Streets & Policy Guide, will provide updated direction for the design of Calgary's streets to support safe travel options for all Calgarians.

The **Local Area Plan Program** will replace over 250 outdated policy documents with approximately 40 multi-community Local Area Plans (LAPs) across Calgary. Updated plans support the evolution of our livable, equitable, and diverse communities and help achieve the strategic goals of the Municipal Development Plan, the Calgary Transportation Plan (soon to be the Calgary Plan), and Council's focus areas.

To accommodate the growing population and housing needs, an **Area Structure Plan (ASP)** identifies and highlights how development can occur in new land areas in ways that complement city-wide goals and objectives for growth and development.

The industrial sector is a critical contributor to Calgary's economic prosperity. Enabling Calgary's **industrial growth** will be guided by modern strategies and planning policies that enable and advocate for City investments and growth-focused initiatives that increase Calgary's competitiveness in this important sector.

Implementing the **Established Areas Growth & Change Strategy** promotes growth in the established area through three actions: identifying and prioritizing investments that enable community growth, developing a suite of new funding tools, and streamlining the investment processes for tangible outcomes. Priority growth areas include Main Streets and Transit Oriented Development.

Guiding **new community growth** ensures new growth is enabled at the right time, in the right places, and in ways that support great communities to live and continued City service delivery. Implementing the new Growth Applications process will be critical to enabling clear and effective growth decisions.

Calgary expects significant population growth over the coming years, which will demand further urban growth. The City will continue to enhance its understanding of growth funding and financing to support informed decision-making. The **Off-site Levy Bylaw** is a crucial financial tool with which The City invests in infrastructure for sustained urban growth and development. PDS will continue to refine and improve the levy as it implements the Off-site Levy Bylaw program.



Housing Strategy

We will support and implement Home is Here: The City of Calgary's Housing Strategy.

To do this in 2024 we will

- Lead the proposed city-wide rezoning to a base residential district;
- Amend relevant policies through the City Building Program;
- Continue the Downtown Calgary Development Incentive Program; and
- Lead the Secondary Suite Incentive Program.

Defining our results:

With the approval of Home is Here: The City of Calgary's Housing Strategy 2024-2030 on September 14, 2023, Council directed Administration to take actions to address the housing crisis. Adding net new and diverse homes improves housing options for all Calgarians.

Planning & Development Services is a significant contributor to achieving housing affordability outcomes, in particular Outcome 1 of the housing strategy.

Home is Here: The City of Calgary's Housing Strategy 2024-2030

Outcome 1

Increase the supply of housing to meet demand and increase affordability.

- Amend and streamline planning policy and process to allow for diverse housing.

These initiatives collectively will enable the building of more diverse forms of housing to meet increased demand, add new housing supply to improve housing affordability for Calgarians, and reduce the cost and time required for permitting approvals.

Further Resources:

- [Rezoning for housing](#)
- [Engage – City Building](#)
- [Downtown Office Conversion Programs](#)
- [Secondary suites and backyard suites](#)

Home is Here – The City of Calgary's Housing Strategy

Vision: Everyone in Calgary has an affordable place to call home.



Outcome 1
Increase the supply of housing to meet demand and increase affordability.



Outcome 2
Support affordable housing providers to deliver services that make a positive impact.



Outcome 3
Enable The City's housing subsidiaries to improve service delivery.



Outcome 4
Ensure diverse housing choice to meet the needs of equity-deserving populations.



Outcome 5
Address the affordable housing needs of Indigenous people living in Calgary.



Downtown Revitalization

We will advance the vision of Calgary's Greater Downtown Plan.

Downtown remains the economic and cultural heart of Calgary. It's our central hub for business, innovation, and creativity. Downtown Revitalization has a direct positive impact on all Calgarians and a strong Downtown is needed to grow our economy, create jobs and fund the City services we rely on every day.

To do this in 2024, we will deliver

Removing vacant office space

The Downtown Calgary Development Incentive Programs offer financial incentives to convert empty office space into alternative uses, such as residential, hotel, post-secondary institutions, student housing, and demolition of end-of-life office buildings that are unsuitable for office conversions.

Safety

Collaboration with Community Strategies business unit ensures funding to support priority safety related initiatives, prioritizing the safety of those living, working and visiting the downtown.

Capital projects

Progression on priority projects, including the revitalization of 8th Street S.W., Eau Claire Plaza, Stephen Avenue, Olympic Plaza, 1st Street S.E. Streetscape and Underpass, and Riverwalk West.

Programming

Activation of public spaces and support for downtown community partners' vibrancy and community-building programming and events.

Future initiatives to watch for:

- Relaunch of the office-to-residential conversion program that aligns with Home is Here: The City of Calgary's Housing Strategy.
- Ongoing discussions with post-secondary institutions and student housing providers .
- Progressing discussions with property owners on the Downtown Office Demolition Incentive Program.
- Advancing programming and amenity opportunities across the downtown.
- Building our downtown client base and strategically driving new business and investment into the core of downtown Calgary.
- Reviewing and addressing regulatory barriers to development and programming.
- Developing a comprehensive Programming Strategy.
- The Downtown Safety Leadership Table has been established and will be proposing actions to directly address downtown safety.

Downtown Strategy Approved Budget 2023-2026



Downtown Calgary
Development Incentive Program
\$162 Million



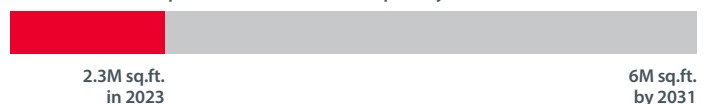
Downtown Revitalization
Capital Projects
\$163 Million



Programming and
Safety Initiatives
\$10 Million

Progress Towards Our Goal*:

Remove 6 million square feet of vacant office space by 2031



*Conversion of vacant office space possible.



Climate Mitigation and Adaptation

We will enable and empower the corporation and community to act on climate change.

Planning & Development Services has developed a comprehensive climate strategy that will guide our corporation and support our community, through specified pathways to achieve our goals of net zero greenhouse gas (GHG) emissions by 2050 and a climate resilient city.

Since Council's Declaration of a Climate Emergency in 2021, our department has worked diligently to increase capacity, knowledge, and resourcing. We have also created frameworks and tools to guide and support the organization. Our department works collaboratively with partnering services to co-create climate programs and projects while supporting impactful capital investment all while ensuring thoughtful integration of operational considerations. Following the pathways detailed in the Climate Strategy, we are enabling and empowering the corporation and community to act on climate change.

The **2023-2026 Climate Implementation Plan** focuses on the corporate and community-based climate actions to be implemented through the current budget cycle. It describes the projects and programs across service lines, prioritized into nine focus areas:

- **Governance, Partnerships & Capacity Building** - Supporting the implementation of our climate strategies and plans and maintaining accountability to our climate commitments.
- **City Design and Development** - Integrating climate considerations into city planning, urban design and city building.
- **Buildings and Homes** - Achieving energy performance, carbon reduction and climate resilience of buildings and homes.
- **Energy** - Increasing green and low-carbon energy sources, systems and infrastructure.
- **Mobility** - Supporting active transportation, public transit services, low carbon vehicles and transportation infrastructure to reduce greenhouse gas emissions.
- **Waste & Consumption** - Reducing greenhouse gas emissions through waste reduction and diversion, reduced resource use and supporting the circular economy
- **Water** - Protecting our watersheds and water resources and reducing flood and drought risk
- **Nature & Ecology** - Protecting and enhancing ecosystems, biodiversity, natural infrastructure and green space.
- **People** - Improving education and knowledge, equity, health and wellbeing of Calgarians to support community climate action and resilience.

Strategic Oversight:

- Council
- Climate Advisory Committee
- Executive Leadership Team
- Climate & Environmental Management Service Committee

Further Resources:

- [Calgary Climate Strategy – Pathways to 2050](#)
- [Calgary's Environment Strategy](#)



Climate & Environmental Management



Embedding climate and environment into how we deliver services

Service Director: Carolyn Bowen, Director, Climate & Environment
Service Steward: Frank Frigo, Manager, Environmental Management

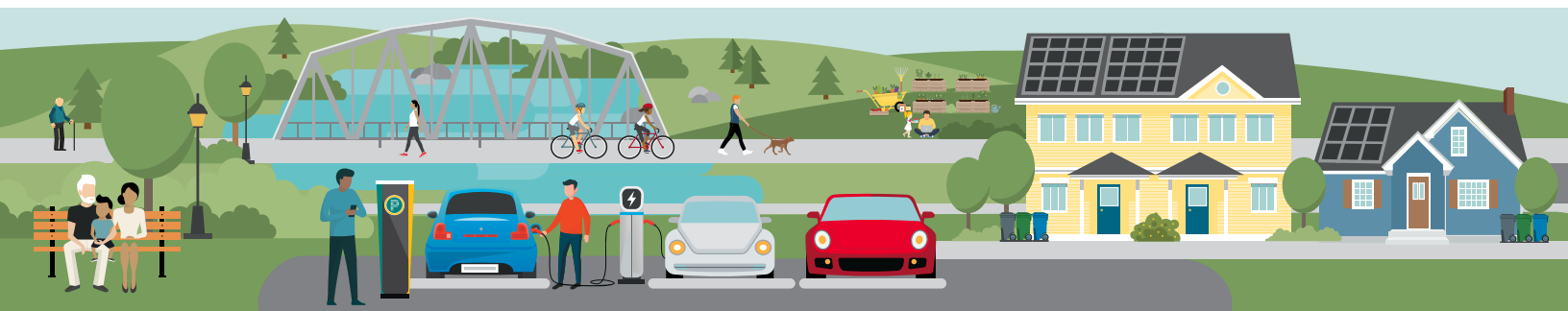
What we are delivering in 2024

- Annual Climate Progress Report.
- Centralized Climate Fund project approvals.
- Climate & Environment Dashboard.
- Climate & Environment Policy.
- Water Quality Assessment for modeling future needs.
- Drought Resilience Plan Implementation.
- Joint Operating Procedures for Springbank Offstream Reservoir and Glenmore Reservoir for flood resilience.
- Expedited circulation reviews for contaminated site management.
- Building Program incentives and education for low-carbon building design.
- District Energy Strategy Implementation; Community Solar Program; Major Partners Energy Plans.
- Low Carbon Mobility education, infrastructure improvements, and incentive programs.
- Climate & environment recommendations for the Calgary Plan, Zoning Bylaw, and Parks Open Space Plan.
- Analysis and policy improvements regarding Environmentally Significant Areas.
- Climate & Environment educational marketing campaign.

What we are watching in 2024

In 2024 we will focus on broader implementation of projects and programs developed in 2023 to enable corporate and community strides toward enhanced resilience and mitigation. We will continue to manage drought, including lack of precipitation and downstream impacts; flooding and ongoing regional flood mitigation; local ecological health such as our wetlands, biodiversity and river health, actively working with the Parks 'Connect' open space plan and the Calgary Plan.

We are keeping an eye on new technological advancements we can leverage such as the clean energy market, funding opportunities and the Federal and Provincial political landscape, such as Provincial clean energy programming that we use to deliver programs like our Clean Energy Improvement Program and delivery of our Centralized Climate Fund for climate enhancements to City capital projects. Through monitoring these items year-round and by implementing strategic tools such as our Climate & Environment Dashboard, we are better positioned to be proactive with climate and environmental risk mitigation and are ready to tackle identified issues by applying adaptation methodologies to reduce climate impacts to Calgarians.



City Planning & Policy



Advancing our city's vision through strategies, policies and tools

Service Director: Josh White, Director, City & Regional Planning

Service Steward: Joachim Mueller, Manager, City Planning

What we are delivering in 2024

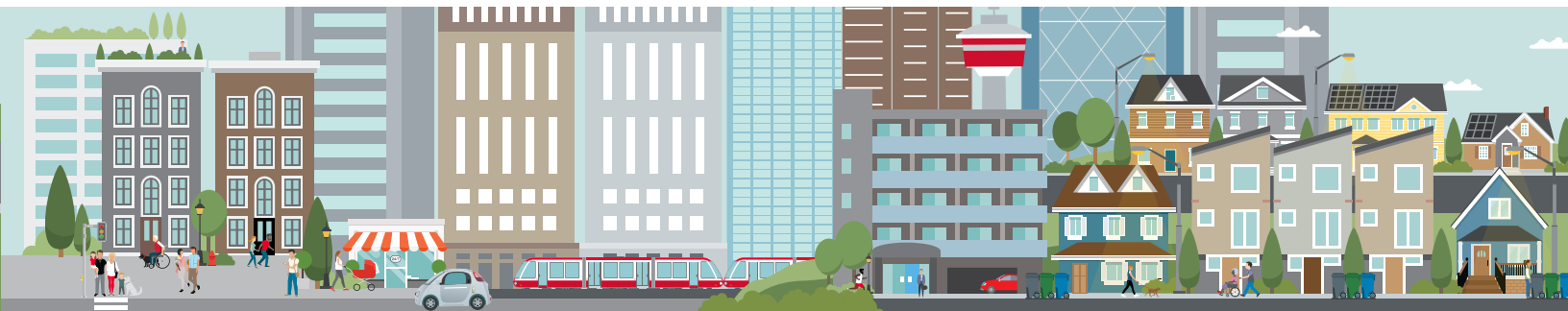
Downtown Revitalization and Land Use and Local Area Planning are two of Council's top priorities. Housing, Downtown, taking action in response to the Climate Emergency Declaration and advancing the Prairie Economic Gateway are also priority files for the new Chief Operating Officer.

- The Calgary Plan, Zoning Bylaw, and Street Manual.
- Off-site Levy Bylaw.
- Riley Communities and Greater Forest Lawn Communities Local Area Plans.
- Local Area Plan engagement for Chinook Communities, South Shaganappi Communities, and West Elbow Communities.
- Area Structure Plan engagement for Aurora, Nose Creek and West Macleod.
- Prairie Economic Gateway Area Structure Plan.
- City-wide rezoning to a base residential district.
- Downtown Calgary Development Incentive Program.
- Downtown Post-Secondary Institution Incentive Program.
- Downtown Office Demolition Incentive Program.

What we are watching in 2024

Major initiatives, including the City Building Program and implementation of Home is Here – The City of Calgary's Housing Strategy, are expected to impact the scope, timelines and outcomes of many other City initiatives. This requires the City Planning & Policy service team to collaborate and coordinate within itself and across the Corporation to move policy and planning outcomes forward.

Planning initiatives occupy approximately 60 per cent of The City's communications and engagement resources. We will continue to focus on how we communicate with, and engage Calgarians effectively in today's environment. We are committed to identifying opportunities to remove legacy barriers, fostering better coordination and collaboration in shared communications and capitalizing on the realignment opportunities to redefine our approach to planning within The City.





Development Approvals

Enabling city-building to grow our communities

Service Director: Deb Hamilton, Director, Community Planning

Service Steward: Mary Saunders, Manager, Urban Design & Planning Services

What we are delivering in 2024

- Investment in refining online systems .
- Streamlining and alignment of intake processes.
- Identification of opportunities to expedite approvals, and other process improvements.
- Reduce the regulatory burden of the engineering components of development approvals to increase value to projects and Calgarians.
- Updates to post-application survey to improve customer feedback.
- Collaboration with Downtown Strategy and City & Regional Planning teams on progressing engagement and discussions with property owners, development incentives and use of information to inform policy and direction, including Land Use Bylaw review through the City Building Program.

What we are watching in 2024

Development Approvals will be focused on the importance of urban design by helping applicants achieve the best possible design outcome that considers elements such as functionality, place, scale, and aesthetics which, when used together, create more livable spaces for Calgarians. The service line recognizes that Calgary is a highly desirable place to live and work; this means our population is forecasted to grow significantly in the coming years. In order to make a place for all Calgarians, whether they're already here or on their way, the developments we approve must meet high standards so that those living or working in these areas are safe, welcome and can access the infrastructure they need to feel at home.

We will also be undertaking a simplification of the online application process and providing a clear outline of what customers who are applying for development permits need to know and need to meet to reach permit approval requirements.

Along with clearly outlining the step-by-step requirements, the service line will create refreshed process standards for different types of applicant files. In creating a refreshed process, customers/ applicants will see results more quickly. Development Approvals will continue its work with the industry throughout 2024 to enhance performance measures to address challenges and align with policy. Given the ever-evolving political climate of Canada, the service line will also be watching things like interest rates, local population growth and housing affordability closely throughout the year.

As Calgary's population continues to grow, the demand for housing, employment, and amenities keeps pace. Development Approvals monitors the projected application volumes to meet the needs of customers and respond to these market demands. Development Approvals has expanded self-serve options and will continue prioritizing enhancements of online services for customers.



Building Safety



Our service is responsible for building safety in Calgary

Service Director: Brenda Desjardins, Director, Development, Business & Building Services

Service Steward: Kris Dietrich, Manager, Building Safety & Inspection Services

What we are delivering in 2024

- Comprehensive Building Permit process optimization.
- Customer service improvements for secondary suites and the Secondary Suite Incentive Program.
- Upgrades to online payment system and myHome application portal.
- Upgraded Remote Video Inspection system for contractors.
- Inspection Booking system improvements and streamlined booking for customers.
- Improved ability to assist customers in making complete applications.
- Reducing timelines for Tenancy Change.
- Expedited Review for Professionals.
- Quality Standards Program.
- Prototypical Housing.

What we are watching in 2024

Building Safety will continue to monitor Calgary's population growth, market conditions, and changing housing demographics which impact residential and non-residential built forms. With housing supply a continuing concern, we are closely watching the volume of building and trade permit applications and are anticipating increase to volume related to population growth and release of the 2023 Building Code. The quality of permit applications impacts the ability to complete reviews and issue permits in a timely manner. Further collaboration with industry will be needed to provide opportunities for information-sharing and education to continue improving the quality of applications.

We regularly engage with staff, customers and industry through customer surveys and industry committees such as the Building Advisory Committee. We incorporate the feedback we hear from them. To support customers, Building Safety will continue to explore opportunities to streamline the customer experience through technology, including improving the way customers can apply for permits and access services online. Additionally, we are expanding the existing services provided and improving internal processes, including expansion of our Remote Video Inspections program.

We are monitoring the trades environment and identifying opportunities to work with education partners and industry to encourage the development of more skilled tradespeople. Internally, the increased volume of permit applications has necessitated conversations around future resource management, including knowledge transfer opportunities and succession planning.

As identified in Home is Here: The City of Calgary Housing Strategy, in 2024 we will be supporting the exploration of the creation of incentives for affordable secondary suite housing. This comes in tandem with the extension of the Secondary Suites Amnesty Program, which will continue until the end of 2026 and encourage more diverse housing types and affordable options for Calgarians.



Business Licensing



Ensuring businesses are licensed, safe and able to open quickly

Service Director: Brenda Desjardins, Director, Development, Business & Building Services

Service Steward: Antonio Faiola, Manager, Business Experience

What We Are delivering in 2024

- Improvements to fee calculation and collections, and rebuild of licensing system workflow.
- Business customer experience research.
- Engagement with regulatory partners regarding licence timelines.
- Updated Short-Term Rental requirements, development of Private Landfill and Long-Term Rental licences.
- Improvements to escalation and enforcement protocols for customer issues and expired licences.

What we are watching in 2024

Businesses are faced with economic uncertainty which means their needs and expectations may change. Business Licensing and Open4Business service committees will be watching the market to determine where business customers are active and what is relevant to them. Using these observations, we will develop relationships with customers to create better customer experiences by simplifying and improving online information throughout the Business Licence application process. In doing this we can adapt to changing customer needs and increase their knowledge of our services so that we can raise business licence compliance.

Home is Here: The City of Calgary's Housing Strategy will increase the supply of housing to meet demand and affordability. This means Business Licensing will likely see increased demand for short term rental licences, and long term rental licences, should Council decide to create a requirement for this. New safety requirements designed to improve the quality of rentals may also increase complexity of rental licence applications, requiring collaboration and adaptation to new processes.

In order to provide efficient and accessible services to entrepreneurs who are opening and growing businesses, collaborative efforts will be required to deliver quality and safety outcomes for Calgarians through approvals and regulation. We work with regulatory partners to understand their needs and create timelines that help businesses applying for or renewing their licences. We will review and update the Business Licence Bylaw in response to the current needs of the business community.

