

Calgary



Planning & Development Services 2025 Annual Plan



Publishing Information

Title

Planning & Development Services
2025 Annual Plan

Author

The City of Calgary

Published

Q1 2025

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

Land acknowledgement 4

Our department

Our senior management team 5

Organizational chart 6

Our goal and result areas

Our people 9

Our service 10

Our outcomes 11

Our business units

General Manager's Office & Service Excellence 13

City & Regional Planning 14

Climate & Environment 16

Community Planning 18

Development, Business & Building Services 20

Downtown Strategy 22

Land acknowledgement

The city of Calgary, where the Bow and Elbow rivers meet, was historically a place of confluence where the sharing of resources, ideas and opportunities naturally come together. Long before Scottish settlers named it Calgary, the original Indigenous Nations of this area had their own names for the land. In the Blackfoot language, it is called Moh-kins-tsis (moh-GIN'-stis (a soft 'g')). The Îlethka Nakoda Wîcastabi (ee-YETH'-kah nah-COH'-dah WHISK'-ah-tah-bay) First Nations refer this place as Wicispa Oyade (weh-CHIS'-spa oh-YAH'-day) and the people of the Tsuut'ina (Soot-tenna) nation call it Guts-ists-I (GOOT'-sis). The Métis call the Calgary area Otos-kwunee (oh-TUSS' - kwanee).

We would like to take this opportunity to appreciate and acknowledge that we are gathered on the ancestral and traditional territory of the Blackfoot Confederacy, made up of the Siksika (Seeg-see-kah), Piikani (Bee-gun-nee), Amskaapipiikani (Om-Skaa-bee-bee-Gun-nee) and Kainai (G-ai-nah) First Nations; the Îlethka Nakoda Wîcastabi (ee-YETH'-kah nah-COH'-dah WHISK'-ah-tah-bay) First Nations, comprised of the Chiniki (Chin-ick-ee), Bearspaw, 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 (Oti-pe-MES-se-wa) 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.



Our senior management team

Planning & Development Services' mission is to imagine and plan a great Calgary. We facilitate the building of one of the world's best cities to live, work, and play.

Through cross-functional, customer, community, and regional collaboration, our teams:

- Drive policies that guide long-term planning and growth of our city.
- Set parameters for land development processes.
- Integrate strategies and actions to grow a resilient and sustainable city.
- Enable businesses to open and operate.
- Ensure Calgary's buildings are safe to occupy.
- Contribute to delivering on Council's strategic direction and priorities.

Reflecting on the past year, 2024 was defined by enabling housing and housing choices for Calgarians. In support of Home is Here: Calgary's Housing Strategy, Planning & Development Services implemented citywide rezoning, the Secondary Suite Incentive Program, and expanded the Downtown Office Conversion Program. By year-end, 3,787 suites were added to Calgary's housing supply, and 112 new homes were added to the downtown core.

As Calgary's population continues to grow, we continue our work with industry partners to build strong and resilient communities. To guide this growth, our teams engaged Calgarians and interested parties to draft the Calgary Plan, Zoning Bylaw, and Street Manual as well as new Local Area Plans. We also recommended several Growth Applications for budget approval and responded to unprecedented application volumes by working tirelessly to process 18,168 building permits – the most ever in a single year.

We also aligned our work with Council's economic, social, and climate resilience goals. In November 2024, Council signed a memorandum of understanding for the Prairie Economic Gateway – a partnership with Rocky View County set to redefine Calgary's economic landscape. Incentives like the Clean Energy Improvement Program were so well received that the program will expand in 2025, allowing more Calgarians to upgrade their homes for greater energy efficiency.

The Planning & Development Services senior management team wishes to extend our appreciation to our team members for all their hard work carrying out the tasks mentioned above.

Looking ahead, we are poised to build on last year's momentum. Our goal this year is to build trust through relationships and service delivery. We will achieve this through our three result areas: our People, Service, and Outcomes.

Our focus is on ensuring our people feel supported and cared for by providing continued learning and development opportunities. We will deliver quality service, on time, by piloting new intake systems and implementing proactive file management practices – all while ensuring our outcomes and solutions support Council priorities and a great future for Calgary.

Together with our community, industry, and business partners, we will continue to build a city that welcomes visitors and new residents, a community where existing Calgarians choose to stay, and a place where future generations will thrive.



Deb Hamilton
General Manager



Brenda Desjardins
Director,
Development,
Business & Building
Services



Carolyn Bowen
Director,
Climate & Environment



Kathy Davies Murphy
Director,
City & Regional
Planning



Teresa Goldstein
Director,
Community Planning



Thom Mahler
Director,
Downtown Strategy



Randel Coles
Senior Manager,
Service Excellence

Organizational chart

Planning & Development Services



○ **Development, Business & Building Services**

Brenda Desjardins, Director

- **Application Intake Modernization**
Cliff de Jong, Program Manager

- **Building & Development Inspections**
Darren Lockhart, Manager

- **Business Experience**
In recruitment, Manager

- **Building Safety Review**
Ulrik Seward, Manager

- **Customer Advisory Services**
Jennifer Black, Manager (Acting)

- **Programs & Services**
Mike Maleki, Manager

- **Trades & Subdivision Inspections**
Kris Dietrich, Manager

○ **Downtown Strategy**

Thom Mahler, Director

- **Development & Strategy**
Patrick McMahon, Manager (Acting)

- **Downtown Business Strategy**
Alecia Peters, Manager

Legend

- Business unit
- Division
- Programs

Current version of the Planning & Development Services organizational chart is available on [myCity](#).

Our 2025 Goal:

Build trust through relationships and service delivery

Our result areas

Our **People** feel supported and cared for.

Our **Service** is delivered on time with a quality experience, which we seek to continually improve.

Our **Outcomes** and solutions support Council priorities and a great future for Calgary.



Our people

Planning & Development Services will continue to recognize our people, inspire their well-being, and promote safety. One of our department’s top priorities is ensuring our people feel supported, cared for, and valued.

Invest and develop

- Planning & Development Services Mentoring program, connecting and creating invaluable learning relations.
- Internal and external learning opportunities offered throughout the year encouraging our staff to pursue a continuous learning mindset and invest in their careers.
- Corporate Leadership Programs, along with Planning & Development Leadership Connect sessions.

Celebrate and recognize

Upcoming department-wide events:

- Planning & Development Services Townhall – March 10, 2025
- Years of Service Celebration – June 2025
- Customer Service Week – October 6-10, 2025
- PEAK Performer is a Planning & Development Services recognition program that recognizes staff who provide exemplary customer service, both externally and internally.



Safety and wellness

- All Planning & Development Services leaders will complete Leadership for Safety Excellence training as a commitment to their responsibility for creating a safe work environment.
- New position-based Job Hazard Assessments.
- Updated Safe Work Practices will be implemented.
- Continue offering Psychological Safety program.
- We will encourage employees to maintain a healthy and active lifestyle by offering a Health and Wellness subsidy.
- Prepare for the Certificate of Recognition Audit this fall.



Our service

In Planning & Development Services, we are dedicated to working alongside our colleagues and Calgarians to create a thriving, vibrant city. By focusing on delivering exceptional service, meeting timelines, and ensuring a high-quality experience and outcomes for our customers, we strengthen our commitment to continuous improvement.

Together, we aim to provide a seamless experience that supports Calgary's growth and enhances the lives of all Calgarians.

Accessibility

We prioritize making our services easy to access and responsive to your needs. Whether you prefer in-person, online, phone, or email communication, we're here to help. We respond to inquiries within two business days, keep you informed of any challenges, and work with you to resolve issues.

How do we achieve this?

One of the ways is through our PEAK Customer Service program. We align the essential behaviours of our organization – Character, Competence, Commitment, and Collaboration – with learning modules for staff to understand and emulate the key drivers of customer-centric service delivery, customer feedback to ensure continuous improvement, and staff recognition to reinforce best service practices.

Reliability

We are committed to delivering dependable and timely service. By meeting our timeline commitments of 80 per cent and sharing transparent approval standards online, we ensure clarity and consistency. Applications are prioritized based on criteria aligned with Council priorities, reinforcing our focus on what matters most to Calgary's growth.

How are we staying on track?

Your feedback is important to us! Therefore, we offer multiple opportunities to share your experience through surveys, workshops, and engagement sessions.

Innovation

We embrace innovation to deliver quality city-building outcomes. By streamlining processes, investing in digital tools, and setting clear expectations, we make it easier to submit applications that meet city standards. Aligned with Calgary's Municipal Development Plan, our approach ensures efficient approvals and thoughtful urban design for a thriving future.

How are we evolving?

One of the meaningful ways we're advancing is through the Agile Project Management Office, which drives collaboration and innovation across service lines. By aligning priorities, streamlining processes, and leveraging technology, these teams ensure efficient, modernized service delivery. This approach maximizes outcomes, aligns with Council goals, and enhances experiences for all impacted parties.

Our outcomes

Planning & Development Services is committed to delivering tools, services and processes that enable us to achieve quality outcomes for Calgarians and focus on making Calgary a vibrant and liveable city for all.

We deliver outcomes and solutions that support Council priorities to build up our economic, social, and climate resilience.



Housing



Land Use and
Local Area Planning



Downtown Revitalization



Climate

Housing

Home is Here: The City of Calgary's Housing Strategy is a priority for the corporation and for Planning & Development Services. Transformative work on amending and streamlining planning policies and processes will make it easier to build housing of all kinds and create new opportunities for equitable and diverse housing that meets the needs of all Calgarians. Ongoing work includes Transit-Oriented Development projects, Secondary Suites Incentive Program, office-to-residential conversion projects in Downtown, and the delivery of an interim Rowhouse How-To Guide.

Land Use and Local Area Planning

Calgary is preparing to support future population growth through balanced short and long-term citywide growth decisions and strategies. The City Building Program, which includes the Calgary Plan, Zoning Bylaw, and Street Manual, will provide clear policy to guide citywide growth, mobility, land use, and development in the next 30 years. The Local Area Plans guide change and growth in our communities by providing direction on redevelopment and community improvements and the building of new communities. Area Structure Plans guide growth and development of new undeveloped land areas into complete communities.

Downtown Revitalization

Downtown is the central hub for business, innovation, and creativity in our city, and is key in growing our economy, creating jobs, and funding the City services we rely on every day. Our investment in downtown revitalization is focused on areas that will start to lower downtown office vacancy and increase housing diversity, activate public spaces to improve downtown vibrancy, ensure downtown safety, and support the development of thriving neighbourhoods that attract residents, visitors, and talent for downtown's businesses.

Climate

We are striving to become a more sustainable and resilient community that manages the impacts of climate change, participates in the low-carbon economy, and plays an active role in climate innovation. We are progressing towards our target of net-zero greenhouse gas emissions and building a climate resilient city by 2050. This includes building net-zero homes, supporting low carbon energy projects, accelerating transition to zero-emission vehicles, reducing organic waste in landfills, and maximizing greenhouse gas sequestration potential.





General Manager's Office & Service Excellence

Our team

General Manager's Office

Deb Hamilton, General Manager

- **Hannah Williamson**, Senior Executive Advisor (Acting)
- **Lily Anne Wroblewski**, Department Business Coordinator
- **In recruitment**, Executive Admin Assistant

Service Excellence

Randel Coles, Senior Manager

- **Michelle Perreault**, Leader Learning & Development
- **In recruitment**, Manager PDS Systems & Improvements
- **Briony Moran**, Leader Innovation & Improvements
- **Calvin Shum**, Leader PDS Systems
- **Laura Graham**, Manager Strategy & Performance
- **Kevin Chaney**, Leader Strategy & Analytics

What we do

The General Manager and supporting office represent Planning & Development Services and are responsible for coordination of reports and addressing issues relating to Council, Administration, industry partners, and Calgarians.

Service Excellence aligns strategies and drives quality initiatives across Planning & Development Services to deliver the best outcomes within and across service lines. We act as the trusted advisors and partners to our service teams and business units.

We do this by maximizing our strengths to optimize service delivery through:

- **Learning & Development** provides the knowledge, tools, and resources to build, nurture, and sustain a high-performing culture.
- **Innovation & Improvements** provides a framework and support to identify and implement opportunities to deliver value and best serve our customers.
- **Strategy & Analytics** highlights plans, situational awareness, and emerging insights to enable effective decisions and actions.
- **PDS Systems** provides and sustains the solutions, information, and processes that simplify staff and customer approvals experience.



Our 2025 deliverables

- Innovate the delivery of Planning & Development Services orientation and onboarding for the incoming City Council.
- Deliver advanced learning opportunities and materials relating to both foundational and emerging needs of the business and interested parties.
- Deliver a suite of improvement and system initiatives to reduce application timelines and improve the customer experience across the continuum to enable housing.
- Maintain active engagement with industry and communities to identify opportunities to drive meaningful improvements.
- Steward the department through the evolution of corporate reporting, budgeting processes, and service governance.
- Modernize existing reporting and dashboards to improve availability, reliability, and ease-of-use, and develop forecasting and predictive analytics capabilities.
- Deliver and execute on a plan to innovate our Land Management System (POSSE) to enable the department to carry out future improvement initiatives, including a new Zoning Bylaw.



City & Regional Planning

Our team

City & Regional Planning

Kathy Davies Murphy, Director

- **In recruitment**, Program Manager
City Building Program
- **Oyin Shyllon**, Program Manager
Prairie Economic Gateway Program

City Planning

- **Joachim Mueller**, Manager
 - City Planning Policy
 - Land Use Bylaw
 - Public Space & Mobility Policy

Growth & Change Strategy

- **Matthew Sheldrake**, Manager
 - Growth Strategy
 - Growth Analytics

Growth Funding & Investment

- **Mary Saunders**, Manager (Acting)
 - Growth Financial Strategies
 - Growth Investment

Growth Infrastructure Planning

- **Maggie Choi**, Manager
 - Mapping Services
 - Public Space & Mobility Infrastructure Planning
 - Utilities Infrastructure Planning

Regional Planning

- **Karen Holz**, Manager
 - Strategic Relationships
 - Regional Planning
 - Regional Initiatives

What we do

City & Regional Planning is accountable for all City planning policies and for guiding the development of regional and city servicing and financial strategies, with the purpose of delivering sustainable growth that considers economic, environmental, and social well-being outcomes.

Our 2025 priorities

- Support the well-being and safety of our people.
- Deliver on Home is Here: The City of Calgary's Housing Strategy.
- Partner and collaborate with regional municipalities.
- Progress the City Building Program.
- Develop Municipal Census.
- Implement Heritage Tax Incentive.
- Ensure readiness for a new Council.

What we are watching

- Major initiatives, including the City Building Program and Home is Here: The City of Calgary's Housing Strategy, will impact the work of City & Regional Planning and initiatives across The City.
- Committing to effective communication and better collaboration to meet public engagement expectations on planning initiatives.
- Demonstrated corporate alignment on planning priorities will strengthen commitment from partners and other levels of government.
- Population growth and change will influence planning policies and development initiatives.

City & Regional Planning outcomes delivered in 2024



18,000
future homes
enabled through new
community approvals



83,000+
Calgarians engaged at
policy-related events
and activities



300-400
mixed-market homes
enabled by the successful
redesignation of Franklin
Park & Ride



Services to Calgarians led out of our business unit



City Planning & Policy Service Line

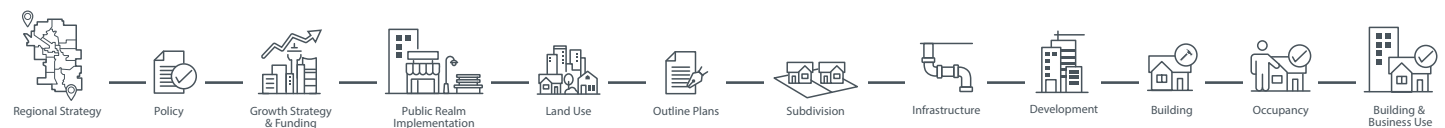
Advancing our city's vision through strategies, policies, and tools.



Key service deliverables for 2025

- Continue engagement on City Building Program to integrate the Calgary Plan and Zoning Bylaw.
- The Indigenous Cultural Heat Map tool will support our commitment to identify and incorporate opportunities for place making and naming.
- Progress the Prairie Economic Gateway initiative deal agreement and conceptual scheme.
- Continue advocating for City interests through intermunicipal conversations, collaboration, and partnerships.
- Collaboration across services will allow the integration of climate risks into Local Area Plans and Area Structure Plans.
- Delivering on Rezoning for Housing Amendments, including:
 - Engagement tied to small-scale residential development outcomes.
 - An interim Rowhouse How-To Guide to provide direction to applicants, planners, and the public on design strategies.
 - Remove the requirement of a development permit for rowhouse developments in Greenfield communities.
 - Launch the Planning Liaison Program to foster trust and collaboration with community associations and build capacity for effective participation.
- Enable industrial development by updating The City's Industrial Action Plan.
- Support established areas growth through public realm investment and innovative housing-enabling pilot programs.
- Enable new community housing supply through the review of Growth Applications and Area Structure Plan proposals.

Our Approvals Continuum



City & Regional Planning

City Planning & Policy Service Line



Climate & Environment

Our team

Climate & Environment

Carolyn Bowen, Director

Climate Mitigation

- Dick Ebersohn, Manager
 - Climate Planning & Policy
 - Community Energy
 - Corporate Energy

Environmental Management

- Frank Frigo, Manager
 - Contaminated Sites
 - Environmental Assurance & Reporting
 - Environmental Analysis
 - River Engineering

Governance & Reporting

- Dawn Smith, Manager

Natural Environment & Adaptation

- Nicole Newton, Manager
 - Climate Resilience & Adaptation
 - Environmental Planning & Policy
 - Environmental Programs

What we do

Climate & Environmental Management provides strategic direction and oversees the governance and management of corporate and citywide climate and environment initiatives and outcomes. It offers corporate direction on policies aimed at planning and building a climate-resilient and sustainable city and region. The team develops and manages strategic and collaborative relationships with Council, staff, and interested parties in the design, planning, delivery, and reporting of climate and environmental programs and progress.

Our 2025 priorities

- Ensure that City services are delivered in a manner that integrates climate risk, energy diversification and resilience, and environmental sustainability.
- Reduce the risk exposure of capital infrastructure to decrease long-term operational costs and increase savings.
- Ensure an adequate supply of safe and clean drinking water for our growing city.
- Leverage external investments to enhance climate and environment services for Calgarians.
- Evaluate programs and initiatives for practical and financial benefits to ensure we are effective and efficient in our use of taxpayers money.
- Focus on initiatives that contribute to and support Council and corporate priorities including infrastructure, public safety and downtown revitalization, transit and transportation, housing, Land Use and Local Area Planning, Event Centre, and Prairie Economic Gateway.

What we are watching

- Changes in the policy landscape based on legislative, reporting, and funding developments at various orders of government.
- Public response to the Calgary Plan.
- Housing affordability, energy affordability, and insurance costs for Calgarians.
- Long-term water security in the South Saskatchewan River Basin.
- Calgarians' perspectives on climate change, the impacts of climate change, and climate action.

Climate & Environment outcomes delivered in 2024

142 
 hectares of Environmentally Sensitive Areas protected

Over **1,000** 
 contaminated sites reviewed



Services to Calgarians led out of our business unit



Climate & Environmental Management Service Line

Embedding climate and environment into how we deliver services.



Key service deliverables for 2025

Advance environmental and urban policy initiatives

- Support the completion of the Calgary Plan.
- Develop the Environmental Reserve Policy and Conservation of Reserve Funding Strategy.
- Incorporate drought mitigation measures into the Land Use Bylaw.

Enhance climate resilience and water security

- Finalize and implement joint operating procedures for the Springbank Offstream Reservoir and Glenmore Reservoir.
- Advance work on the Water Security Roadmap and related flood resilience efforts.
- Develop the 2027-2030 cross-corporate Climate Implementation Plan aligned with service plans and budgets.
- Advance work on updating the Water Efficiency Plan.

Promote Clean Energy and Emission Reduction programs

- Expand Clean Energy Improvement Programs (commercial and residential).
- Develop and execute energy and emission reduction implementation plans across business units.
- Finalize the Electric Vehicle Strategy and implement related programs such as ChargeYYC.

Foster community engagement and stewardship

- Advance Indigenous-led initiatives for land and water stewardship.
- Conduct and complete public engagement for the Calgary River Valleys Plan.
- Design and develop the Climate Ambassador Program.
- Implement the Climate and Environment Marketing Plan.

Drive innovation in resiliency, energy efficiency for all Calgarians

- Advance programs such as Energy Labelling and Alberta Climate-Ready Homes.
- Collaborate on initiatives such as the Hydrogen Strategy with key partners.
- Optimize municipal asset performance through efficiency programs.

Our Approvals Continuum



Climate & Environment

Climate & Environmental Management Service Line



Community Planning

Our team

Community Planning

Teresa Goldstein, Director

Approvals Coordination & Planning Services

- Joshua Ross, Manager (Acting)
 - Approvals Coordination
 - Open Space
 - Land Use Bylaw Application Review

Development Engineering

- Lawrence Wong, Manager
 - Development Commitments
 - Mobility Generalists
 - Mobility Specialists
 - Utility Generalists
 - Utility Specialists

Development Planning North

- Misty Sklar, Manager

Development Planning South

- Scott Lockwood, Manager

Development & Subdivision Application Services

- Lynn McKeown, Manager
 - Subdivision Services
 - Development Services

Local Area Planning

- Kevin Froese, Manager

Office of Urban Design

- David Down, Chief Urban Designer

Planning, Advisory & Coordination Services

- Christian Lee, Manager
 - Approvals & Planning

What we do

Community Planning implements the vision of the Municipal Development Plan and the Calgary Transportation Plan. The Development Applications Review Team and the Local Area Planning teams develop and sustain community policy plans.

Engineering and Planning work together on one team, splitting the focus into North and South geographic regions, which helps staff maintain consistency in decision-making, evaluating, and providing recommendations when working with customers and communities on planning applications.

Our Community Planning team has established a new Office of Urban Design, emphasizing the importance of urban design quality in approved development applications and ensuring alignment with the urban design principles of the Municipal Development Plan.

Our 2025 priorities

Our team's main focus is "Back to Basics: improving application timelines and more efficient development processes." To do this, work will continue within Community Planning to streamline, modernize, and enhance application intake.

Work will also continue with customer engagement (Public Engagement Applicant Outreach Toolkit and Planning Liaison) and efforts to improve consistency will be realized through initiatives such as:

- Maximum one detailed review process improvements.
- Streamlined pre-application process.
- Early bylaw checks.
- Exempting townhouses/rowhouses from development permits in Greenfield communities.
- Rowhouse How-To Guide.
- Implementation of Calgary's fast-tracked infill program.

Most importantly, it is clear that none of this is achieved without an extraordinary team. Celebrating and supporting our Community Planning staff will remain fundamental to our business unit's success.

What we are watching

- Local population growth: Recognizing that Calgary is a highly desirable city for many wishing to make it their home. As Calgary's population continues to grow, development (housing, amenities, employment) needs to keep pace to ensure it maintains affordability.
- Economic: Housing starts, interest rates, and increases in the cost of living.
- Industry trends: Development process improvements and development trends.

Community Planning outcomes delivered in 2024

5,868 
 planning application decisions

19.98 
 hectares of industrial development approved



Services to Calgarians led out of our business unit



Development Approvals Service Line

Enabling city-building to grow our communities.



City Planning & Policy Service Line

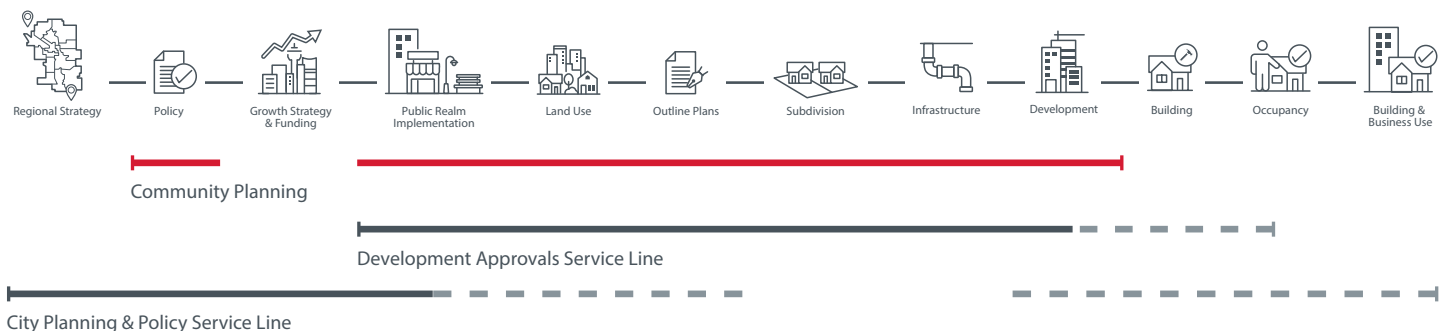
Advancing our city's vision through strategies, policies, and tools



Key service deliverables for 2025

- Identify opportunities to improve customer experience and reduce timelines through process and technology improvements. To achieve this in 2025, the focus will be:
 - Maximum one detailed review process improvements.
 - Reducing the timelines to approve rowhouses/townhouses.
 - Reducing the rework and hold-ups in current application processes.
 - Tailoring customer journeys to fast track, using a risk-based approach.
 - Proactively addressing systems replacements and upgrades and making progress towards system and process modernization.
 - Improving quality and accessibility of data to enable effective operational decision making.
- Reduce the regulatory burden of engineering components of development approvals to increase value to projects and Calgarians.
- Continue innovative industry and customer engagement to improve working relationships and trust.
- Collaboration with Downtown Strategies, City & Regional Planning, Local Area Planning Team, and industry/community organizations on progressing engagement and discussion to inform policy and direction (including Land Use Bylaw review through the City Building Program).

Our Approvals Continuum





Development, Business & Building Services

Our team

Development, Business & Building Services

Brenda Desjardins, Director

- **Cliff de Jong**, Program Manager
Application Intake Modernization

Building & Development Inspections

- **Darren Lockhart**, Manager
 - Building Inspections
 - Development Inspections

Business Experience

- **In recruitment**, Manager
 - Business Approvals

Building Safety Review

- **Ulrik Seward**, Manager
 - Building Safety Approvals
 - Building Approvals PSCCA

Customer Advisory Services

- **Jennifer Black**, Manager (Acting)
 - Applications & Inquiries
 - Application Processing

Programs & Services

- **Mike Maleki**, Manager
Customer Solutions
 - Inspection Services Logistics
 - Secondary Suites Program
 - Records & Information Management

Trades & Subdivision Inspections

- **Kris Dietrich**, Manager
 - Electrical Inspections
 - Plumbing & Gas Inspections
 - Subdivision Inspections

What we do

The Development, Business & Building Services team delivers exceptional customer service across a wide range of areas, including building safety services, business licensing, permit intake and inquiries, and subdivision development inspections. The team streamlines processes to enhance the customer experience while ensuring compliance with bylaws, promoting safety standards, and supporting businesses in operating, growing, and investing in Calgary. These efforts contribute to the development of safe, sustainable, and efficient construction across the city.

Our 2025 priorities

Customer experience

- Drive operational excellence by ensuring a seamless service from intake to inspections and occupancy.
- Embrace modern technologies by modernizing operations through the use of cutting-edge technology and the implementation of an all-new intake system.
- Optimize timelines and experiences by enhancing customer satisfaction through streamlined processes and shortened timelines.

Council & city priorities

- Champion compliance by promoting construction safety and adherence to standards.
- Advance affordability and sustainability by supporting housing strategy initiatives and practices.
- Educate and partner for success by building partnerships and educating the community for collective growth.

Employee experience

- Engage to excel by empowering employees to achieve excellence through systematic leadership engagement and championing of values.
- Innovate and collaborate by fostering a culture of innovation and teamwork and celebrating collective success.
- Cultivate future leaders by developing the next generation of leaders today.

What we are watching

- Major initiatives, including the City Building Program, Home is Here: The City of Calgary's Housing Strategy, Fast-Track Housing, Short-Term Rentals, and the Secondary Suite Incentive Program.
- Economics, including overall economic and construction activity and trends at the provincial and national levels.
- Industry trends, including staying ahead of new building technologies and emerging markets to ensure projects and businesses stay on track.

Development, Business & Building Services outcomes delivered in 2024

268,288 
safety code inspections completed

234,567 
customer interactions



Services to Calgarians led out of our business unit



Building Safety Service Line

Our service is responsible for building safety in Calgary.



Business Licensing Service Line

Ensuring businesses are licensed, safe, and able to open quickly.



Development Approvals Service Line

Enabling city-building to grow our communities.



Key service deliverables for 2025

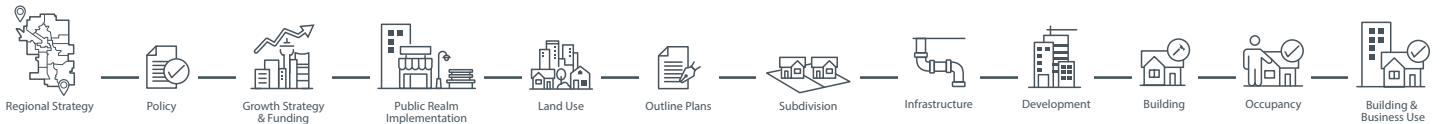
Council & city priorities:

- Implementing short-term rental amendments.
- Industry, non-profit, and business association engagement through the Business Advisory Committee.
- Secondary Suite Incentive Program.
- Fast-Track Housing support.

Customer experience:

- Continuation and evolution of the Building Advisory Committee.
- Intake Modernization Program.
- Enhanced compliance team.
- Sustainable and standardized Remote Video Inspection expansion.
- Expansion of the inspection call centre and dispatch.
- Expedited Reviewed for Professionals test pilot.
- Expedited Reviewed for Builders expansion.
- Guides to complete applications.
- Low-risk application instant release process.

Our Approvals Continuum



Development, Business & Building Services

Building Safety Service Line

Business Licensing Service Line

Development Approvals Service Line



Downtown Strategy

Our team

Downtown Strategy Teams

Thom Mahler, Director

Development & Strategy

- Patrick McMahon, Manager (Acting)
 - Strategy & Placemaking
 - Development & Client Services

Downtown Business Strategy

- Alecia Peters, Manager
 - Downtown Investments
 - Public Investment & Advocacy

What we do

Downtown Strategy is leveraging the collective efforts of The City and its public and private sector partners to respond to prolonged economic challenges and capitalize on opportunities that will create jobs, drive economic recovery, and revitalize and transform the downtown. We are working to address the challenges downtown is facing and set it up for success in the future. Our priority is to be active and proactive in addressing problems, seek out solutions, and embrace opportunities.

Our 2025 priorities

- Develop new guidance structure and prioritize capital projects, with a focus on construction and delivery.
- Finalize agreements for newly approved office conversion projects and communicate publicly to demonstrate the continued momentum of the Downtown Calgary Development Incentive Program.
- Develop a strategy for long-term planning and advocacy efforts to secure more sustainable funding for downtown initiatives.
- Launch the downtown community brand and website in collaboration with key partners.
- Finalize and release a State of Downtown update, summarizing progress to date and in line of sight to future priorities.
- Develop a suite of metrics to demonstrate the return on investment of downtown revitalization initiatives and programs.
- Launch the Winter City Design Competition and Downtown Vibrancy Fund announcements.

What we are watching

- Major initiatives may impact downtown revitalization efforts, for example changes to provincial and/or federal government policy or parties, 2025 municipal election, City Building Program, Home is Here: The City of Calgary's Housing Strategy, and the housing and safety crises.
- Corporate and Council alignment on downtown priorities will impact commitments from partners and other levels of government and inspire investor confidence in downtown initiatives.

Downtown Strategy outcomes delivered in 2024

12  projects approved through the Downtown Calgary Development Incentive Programs to remove vacant office space

1,670  future housing units approved through Downtown incentive programs



Services to Calgarians led out of our business unit



City Planning & Policy Service Line

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



Key service deliverables for 2025

Downtown Revitalization:

- Progress towards our goal of removing 6 million square feet of vacant office space by 2031 through the Downtown Calgary Development Incentive Program.
- Deliver on committed Housing Accelerator Fund initiatives, including the Office-to-Residential Incentive.
- Program conversion projects.
- Advance Land Strategy and amenity delivery in the downtown.
- Strengthen research capabilities.
- Successfully implement all development incentive programs.
- Foster cross-corporate and external collaboration and coordination.

Our Approvals Continuum



