

# The City's Quarterly Report

2025 First Quarter





# Message from Chief Administrative Officer

Calgary’s story is one of tenacity, growth and resilience. As we reflect on the first half of 2025, it’s clear we are adding another chapter to our story - one where global headwinds, including the imposition of U.S. tariffs, population growth and mounting unemployment and housing challenges have tested our systems and spirits. Yet, Calgary continues to move with strength and purpose.

This first quarterly report of 2025 marks a shift in our new progress tracking and reporting methods. The information shared in this report provides Council, Calgarians, and City employees with not only a summary of key initiatives, major milestones, achievements, and challenges from Q1 2025, it also shares progress we have made in advancing Council’s priorities and investments and what we have heard through our Fall and Spring surveys matters most to Calgarians: housing, community safety and social wellbeing, transit and mobility, and infrastructure and maintenance. I invite you to read more about the work we have been doing and continue to do to serve Calgarians and make their lives better every day.

As I reflect on the first quarter of 2025, two major themes that stand out have been foresight and collaboration. Long before tariffs reshaped cross-border trade, we laid the foundation for economic resilience. We have 95 per cent of our supply contract value with Canadian suppliers. Approximately 70 per cent of that value is within Alberta. We have also developed programs and tools, like our Supply Chain Resilience program and the Tariff Estimator Tool, to enable our teams to make informed procurement decisions, ensuring that major civic projects—from the Events Centre to affordable housing and public transit upgrades – continue without interruption.

On February 25, 2025, we made progress through a collaboration with Rocky View County. A historic partnership was made through the approval of the Prairie Economic Gateway agreement. The agreement is expected to generate over \$7 billion in economic activity and create more than 30,000 jobs over the next decade. It will not only strengthen Calgary’s role as an inland port but also help us contribute to Calgary’s unemployment challenges while also reinforcing us as a key player in both national and international trade.

Looking ahead to the second half of 2025, we do so with confidence. In June, we will be showcased as another key player on the world stage as we host two major global events: the G7 Leaders’ Summit in Kananaskis (June 16–17) and the 2025 Rotary International Convention (June 21–25). Both events will bring in more than 20,000 guests and attendees from 120+ countries where we will show the world Calgary at its best—safe, vibrant, and reliable.

We are building forward and building something extraordinary for Calgarians. The bold decisions we are making to progress the priorities of Calgarians only further strengthens our position as leaders and one of the most liveable cities in the world. I look forward to sharing more with you on this progress in my next quarterly report and adding yet another chapter to our story.

**David Duckworth**, P. Eng, MBA  
Chief Administrative Officer

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# Highlights from the first quarter 2025

## Green Line gets the green light

On March 18, the Government of Canada and Government of Alberta provided final approval to our updated Green Line Business Case. This approval confirms we can begin construction on the SE Segment of the Green Line LRT and advance work on the Downtown Segment this year. Green Line is now a business unit within Infrastructure Services (IS), marking a pivotal step in enhancing Calgary's public transportation infrastructure.



## City recognized as a leader in data-driven decision-making

Calgary's efforts in data-driven governance have been recognized with the [What Works Cities Gold Certification](#). This prestigious certification acknowledges The City's exceptional use of data to inform policy, allocate funding, and improve services. Calgary is the first and only Canadian city to achieve this level of certification, highlighting its leadership in innovative and effective municipal governance.

## City ripples change in public recreation through Making Waves

City Council approved the [Making Waves scenario](#) from GamePLAN, marking a significant step forward in reimagining Calgary's public recreation system. GamePLAN is a comprehensive strategy aimed at reimagining public recreation, ensuring equitable access to facilities, and promoting sustainable practices. The Making Waves scenario aims to meet the needs of Calgary's rapidly growing population by renewing and expanding public recreation services. It will increase the availability of swimming lessons by 40 per cent per capita, bookable hours at ice sheets by 25 per cent, bookable hours at indoor fields by 2.5x and ensure that 86 per cent of Calgarians live within 5km of an aquatic facility.



# City Services

At The City of Calgary, we aim to create a city where everyone participates in a strong, diverse economy. We strive to continue improving our service delivery, ensure our spending delivers clear value for Calgary and build trust by being transparent and accountable in our actions.

**In Q1 2025, 61 per cent of Calgarians reported they were satisfied with the overall quality and level of City services and programs.**

## WHAT'S HAPPENING IN THE COMMUNITY

### Calgary's record high population growth is placing increasing pressure on City Services.



The City's population is projected to grow by [3.5 per cent in 2025](#). This growth helps our economy and makes our community more vibrant and diverse, however, it also places increasing pressure on City services. While inflation has dropped significantly - from a high of 7.2 per cent in 2022 to 3.0 per cent in the first quarter of 2025 - Calgary's economic growth has not kept pace with the influx of job seekers due to rapid population growth. At the same time, unemployment remains high at 7.7 per cent (as of April 2025) and is projected to be 7.5 per cent in 2025, as employers and investors remain cautious in light of the uncertainty surrounding tariffs.

### Strong satisfaction with City services continues in the first quarter of 2025.

- The [2025 Spring Survey of Calgarians](#) reported that 61 per cent of Calgarians are satisfied with the overall quality and level of services and programs, on par with the 2024 Fall Survey. Additionally, 36 out of 50 City services received a satisfaction rating of 80 per cent or higher.
- Timely access to City information and services through 311 is important to Calgarians. In the first quarter of 2025, 95 per cent of all 311 calls were answered in 60 seconds or less. 311 has hired additional on-call staff to address unplanned events, and upgrades to our app and messaging system will continue to improve customer service.
- In the 2025 Spring Survey of Calgarians, 52 per cent of respondents reported they trust The City, reflecting a notable increase in public confidence since fall 2024. Several factors can influence trust levels, including perceptions of how City Council and Administration are running our city, which improved by 10 percentage points from fall 2024.

### The City is making it easier for businesses in Calgary through digital transformation.

- The City has an online system for applying for business licenses that is easy and convenient. The system provides personalized help, webinars and video tutorials to support customers. In the first quarter of 2025, 70 per cent of business license applications were done online, which is seven per cent more compared to 2024.



# Housing

Through *“Home is Here”: The City of Calgary’s Housing Strategy 2024-2030*, we aspire to ensure that all Calgarians have an affordable place to call home.



**85 per cent of the actions in The City’s Housing Strategy have been initiated to respond to Calgary’s housing need, and we’re beginning to see progress. Through ongoing process improvements and faster timelines, The City leads the country in the number of new housing unit starts.**

## WHAT’S HAPPENING IN THE COMMUNITY

### Calgary’s housing market is beginning to stabilize, while home construction hits new heights.



Calgary’s rental market and average market rent cooled in Q1. While housing prices remained at an all-time high, house prices increased at a lower rate this quarter compared to the same time in 2024, as the balance between housing supply and demand began to stabilize. Calgary recorded the highest number of housing starts among Canadian municipalities, with over 20,000 new homes in 2024 and almost 5,000 in the first quarter of 2025—an increase of 16 per cent from the same period last year, while national housing starts dropped by 12.5 per cent. Calgary is leading Alberta with 55 per cent of all housing starts in Q1 2025. Calgary’s growth continues to outpace homes created and continued effort is required to close the housing supply gap.

### The City is taking action to improve housing supply, choice and affordability.

Our *Home is Here* Strategy drives our response to the housing crisis. While 85 per cent of the strategy’s actions have been initiated, [results are just beginning to take effect](#). The City has established a Chief Housing Officer position to steward The City’s corporate-wide action on housing and leverage funding and partnerships to increase supply and support the housing sector.

### Reducing our approval timelines.

Through ongoing improvements, process efficiencies and faster timelines, The City continues to lead the country in the number of new housing units approved.

- In 2024, The City approved development permits for 22,500 units, a 57 per cent increase in unit approvals from 2023. As of Q1 2025, The City approved 5,397 new units.

**4,995** Housing starts in Q1 2025.

55% of all Q1 housing starts in Alberta.

- In Q1 2025, a record 7,965 residential units were granted occupancy by The City - an 85 per cent increase from the same time in 2024, mostly from multi-family construction. We’re helping to speed up occupancy by conducting inspection bookings within two days.
- To help meet the demand for affordable housing and accelerate approval timelines, applications containing non-market homes are assigned a priority status for review and designated to an Affordable Housing Customer Coordinator to steward.

**7,965** Total new housing units granted occupancy in Q1 2025.

▲ 85% increase from Q1 2024

## Investing in housing through office to home conversions, leveraging federal funding and providing funding and City-owned land for affordable housing.

### Accelerating Calgary's Downtown housing development.

- Through our [Downtown Development Incentive Program](#), The City is incentivizing the conversion of vacant office space into homes for Calgarians at a fraction of the cost of new construction.
- We are progressing towards our target of 1,500 homes by 2026 with the completions of eleven multi-year conversions. The Eau Claire Place 1 conversion was completed in Q1 2025 with 199 units. A total of 680 homes are expected to be completed in 2025. Read more in our [State of Downtown Calgary report](#).

### Leveraging funding to invest in housing.

- Canada Mortgage and Housing Corporation announced \$22.8 million in new funding for Calgary through the Housing Accelerator Fund (HAF). The new funding supports housing in Calgary's downtown and incentivizes backyard and accessory dwellings across the city. By the end of Q1, The City reached 95 per cent of our HAF target of accelerating the delivery of 42,667 units.

### Expanding affordable housing.

- In 2024, 893 non-market units reached the development permit stage reflecting strong growth in Calgary's affordable housing supply, an 850 per cent increase from 2023. As of Q1 2025, 237 non-market units reached this stage, continuing an upward trend.
- In 2024, The City committed six City-owned sites for non-market housing, which will deliver over 400 homes within the next three years.
- In January 2025, City Council approved a bylaw creating a new property tax exemption available for non-market housing properties that are held by non-profit organizations, enabling providers to offer the lowest possible rents.



# Community Safety and Social Wellbeing

Safety begins with the wellbeing of all Calgarians. We work with community partners to foster a healthy and vibrant city where everyone feels safe, connected, supported, and that they belong.



## The City is expanding social support resources to respond to record-high Fair Entry applications, with over 13,000 applications processed in Q1 2025 alone.

### WHAT'S HAPPENING IN THE COMMUNITY

#### Demand remains high for safety and social support services.

Calls for response to downtown incidents continued to trend down in Q1 2025 from a peak in 2023. However, overall demand for safety responses from City peace officers, security guards and community partners remains high. The high number of peace officer responses to encampments reflects the large population of vulnerable persons with complex challenges in Calgary. Growing population combined with affordability challenges are also driving record-high demand for services like Fair Entry.



#### Improving emergency response times by investing in staffing, training and public awareness.

- In Q1 2025, 97 per cent of 911 calls were answered within 15 seconds, improving from 95 per cent in 2024. To improve emergency call-answering times and ensure Calgarians receive timely assistance, we continue to recruit and train emergency communications officers. Additionally, The City is raising public awareness on social media and at community events about the best number to call (i.e., 9-1-1, 2-1-1, or Police non-emergency) depending on the situation.
- Fire crews arrived within 11 minutes to serious and escalating fires 72.9 per cent of the time in Q1 2025, up from 70.9 per cent in 2024. We're planning to increase staffing on aerial units in 2025 and 2026 to support response time improvement while assessing demands of new community growth on performance.

#### Coordinating support to address encampment site concerns.

- Through the Vulnerable Persons Team, peace officers and social service agencies respond to encampment sites to connect individuals experiencing homelessness with necessary supports and housing options. Response numbers for Q1 2025 reflect a typical decrease in encampments during the coldest months of the year.

#### Processing record levels of Fair Entry applications for City services by increasing staff support levels.

To provide equitable opportunities for low-income Calgarians, The City provides access to many of our programs, facilities and services at reduced rates through the [Fair Entry program](#). Increased population growth, combined with the current affordability crisis and increasing complexity of client needs, continues to drive high demand for Fair Entry. Q1 2025 application numbers indicate we will meet or surpass 2024 totals by the end of this year. To address the increase in demand, we've taken the following actions:

- **Added staff resources** to process an all-time year-end high of almost 75,000 Fair Entry applications and over 13,000 applications in the first quarter of this year.
- **Expanded the social support team** through \$500,000 in one-time funds approved by Council for 2024 and 2025, for additional crisis supports to serve clients with the most complex needs.

**70%** Percentage of Calgarians that agree The City is doing a good job of addressing safety issues.  
2025 Spring Survey of Calgarians

# Transit and Mobility

Calgary Transit is a convenient and affordable way to connect to home, people, and places with more connections, seamless transfers, faster travel, easy access, and less waiting.

Mobility maintains, rehabilitates, and reconstructs the city's roadways and bridges, and manages traffic and parking infrastructure.

**The City is keeping pace with Calgary's growing population and rising demand by improving transit reliability. In Q1 2025, 87 per cent of transit trips arrived on time.**

## WHAT'S HAPPENING IN THE COMMUNITY

### Addressing social disorder and improving safety for transit users as they wait for service and connect to their destinations.



In Q1 2025, 73 per cent of customers reported feeling safe while using our services (compared to a 65 per cent low in 2022). This reflects proactive efforts to improve perceptions of safety on transit, including a 30 per cent increase in uniformed personnel.

Reports of social disorder on transit in Q1 2025 are up by 16 per cent, compared to Q1 2024. This change reflects enhanced peace officer presence proactively identifying issues, as well as increased transit staff monitoring video footage and reporting issues to officers.

### Creating a safe, vibrant transit environment.

A district deployment model aims to equitably distribute peace officers across the transit line. In Q1 2025, nine station safety audits were completed on priority stations. This program will extend across the entire system, assessing improvement opportunities that promote a welcoming and vibrant transit environment.

### Increasing transit ridership and taking action to improve our on-time performance.

- In Q1 2025, 87 per cent of transit trips arrived on time. Calgary Transit customers rely on us to reach their destinations on time, and we work hard to minimize delays. During periods of heavy snowfall, we deploy route detours to keep buses moving.

**101 million** transit trips in 2024.

▲ 12% increase since 2023

**87%** Percentage of transit trips arriving on time (based on real-time tracking).

▲ 2% improvement in Q1 vs 2024

### Investing to pave the way for transit and roadway users through maintenance and rehabilitation.

- Plans are in place to pave Calgary's roads at 320 locations across the city in 2025. These projects rehabilitate roads that have degraded over time due to age, enhancing the safety and efficiency of transportation networks.
- By performing preventative maintenance such as resurfacing, we can prevent more expensive, disruptive road reconstruction and ensure high quality roads for transit users, motorists and cyclists.

**DID YOU KNOW?** The City's [Annual Paving Program](#) rehabilitated 400 kms of roadways in 2024, and an additional 500 kms are planned for 2025.

# Infrastructure and Maintenance

We are committed to strategically investing in the design, delivery, and maintenance of infrastructure to provide Calgarians with essential services while enhancing the resilience and vibrancy of our communities and furthering our position and reputation as one of the most livable cities in the world.

**We are meeting our snow and ice clearing commitments. In Q1 2025, 100 per cent of our Priority 1 and 2 routes were cleared on time.**

## WHAT'S HAPPENING IN THE COMMUNITY

### Responding to Calgarians' infrastructure priorities and ensuring reliability of essential services.



The 2025 Spring Survey of Calgarians highlights infrastructure, traffic and roads as the top priority for residents, with 33 per cent citing it as a primary concern. These findings are consistent with Fall 2024 (35 per cent) and Spring 2024 (29 per cent) surveys.

We ensure water system reliability through investment and proactive maintenance to more than 5,400 kilometers of underground pipes and infrastructure. Encouragingly, the rate of water service outages per 1,000 properties in Calgary saw a substantial decrease from 41 in 2023 to 29 in 2024, aligning with typical annual trends and our service target.

### Making buildings safer, fixing sidewalks, and clearing snow quickly to meet customer expectations.

- Recognizing the importance of safe and functional buildings, we are prioritizing critical needs related to life safety, electrical and mechanical systems, and building code compliance. Our proactive condition assessment and maintenance programs enable improvements in the condition of our facilities, with the most recent data showing those in 'poor and very poor' condition decreasing from 16 per cent in 2023 to 13 per cent in 2024. These initiatives drive corporate efficiencies and enhance the long-term value of our assets.
- We are committed to pedestrian mobility and have allocated an additional \$20 million to repair concrete sidewalks prioritized through 311 service requests and staff inspections. Our most recent data shows that approximately 38 km of sidewalks were repaired in 2024. With one of North America's most extensive pathway networks, these investments ensure that walking and wheeling remain viable and attractive travel options for Calgarians, supporting active transportation.

- The City has updated its snow and ice clearing [policy](#) to ensure effective planning and equitable service delivery. In the first quarter of 2025, 100 per cent of Priority 1 and 2 routes and pedestrian infrastructure clearing commitments were met.

### Reducing energy use and emissions in commercial and industrial buildings.

- Through The City's [Benchmark YYC](#) program, commercial and industrial building owners share their energy and emissions performance to receive recommendations, training, and opportunities to compete for performance awards. As of December 2024, 24 participating organizations have shared performance data for 457 buildings that they manage, including 170 City buildings. Since 2019, the program has tracked an average 29 per cent decrease in greenhouse gas intensity for participating buildings.

# Appendix

## Key Performance Measures

These performance measures track the progress and results of The City's initiatives, programs, and services that matter most to Calgarians. They serve as key indicators of how efficiently and effectively services are being delivered, and whether the intended outcomes are being achieved.

	Key Performance Measures	2020	2021	2022	2023	2024	Q1 2025	Target
City Services	Business license applications that have been submitted and completed online - Ease of Service (%)	N/A	N/A	N/A	70%	63%	70%	80% by end of 2026
	% total debt to Council debt limit	47%	48%	41%	40%	40%	N/A	46% for 2025
	City of Calgary credit rating <sup>1</sup>	AA+	AA+	AA+	AA+	AA+	N/A	AA+ for 2025
	Financial stability ratio (fiscal stability reserve %)	10.4%	14.8%	12.8%	10.2%	12.6%	11.3%	10.2% for 2025
	311 Telephone Service Factor (% of calls answered in 60 seconds or less)	N/A	N/A	N/A	36%	56%	95%	80% by end of 2026
	Trust in The City of Calgary	53%	50%	48%	47%	40%	52%	N/A
	% of Calgarians satisfied with overall City services	72%	71%	69%	68%	63%	61%	N/A
Housing	Number of New Market Homes with Development Permit Approval	N/A	N/A	13,900	14,300	22,500	5,397	N/A
	Number of New Non-Market Homes with Development Permit Approval	N/A	N/A	185	94	893	237	3,000 per year
	Total new housing units granted occupancy	12,364	11,094	14,261	16,302	21,542	7,965	N/A
	New housing units completed in Calgary's Downtown through the conversion of office properties	N/A	N/A	N/A	N/A	112	199	1,500 by end of 2026
Community Safety and Social Wellbeing	Initial 9-1-1 calls answered within 15 seconds	97%	98%	96%	95%	95%	97%	95% annually
	% of responses to serious and escalating fires (where two engines, one aerial unit, and a minimum of 12 fire fighters arrived) within 11 minutes	66.0%	70.0%	63.8%	70.1%	70.9%	72.9%	74.4% by end of 2026
	Number of responses to encampment sites	N/A	4,500	N/A	11,065	10,148	1,212	5,600 per year by 2026
	Number of applications processed for the Fair Entry program	38,808	36,833	47,167	61,841	74,980	13,364	N/A
Transit and Mobility	Number of Km of road repaved	385	350	300	265	400	N/A	500 Km for 2025
	Total number of transit trips (Calgary Transit ridership) (millions)	50.9	31.3	56.9	90.0	101.1	8.1 <sup>2</sup>	N/A
	Trips that arrive within a specified period (%), (i.e. bus on-time performance)	90%	90%	88%	85%	84%	87%	90% annually by end of 2026
	Customer safety rating rate on Transit (%)	86%	71%	65%	71%	74%	73%	88% annually by end of 2026
Infrastructure and Maintenance	Facility Management Assets in Poor & Very Poor Condition (%)	8%	16%	16%	16%	13%	N/A	< 17% annually
	Properties impacted by water outages per 1000 properties	36	32	26	41	29	11	33 annually by end of 2026
	Snow and ice control completion on priority 1 & 2 routes within targeted timeframes (%)	100%	95%	94%	98%	100%	100%	95% annually by end of 2026
	Snow and ice control completion on pedestrian infrastructure within targeted timeframes (%)	N/A	N/A	N/A	74%	75%	100%	N/A
	Kilometres of concrete sidewalk repairs completed	31	30	34	40	38	N/A	N/A

<sup>1</sup> Based on Standard & Poor's (S&P) rating.

<sup>2</sup> Ridership for January only.