

UPDATE TO THE 10-YEAR ECONOMIC DEVELOPMENT STRATEGY – DEFERRAL REQUEST

EXECUTIVE SUMMARY

This report requests a deferral to permit Calgary Economic Development Ltd. sufficient time to finalize the refreshed *10-year Calgary Economic Development Strategy* and the implementation plan including support and collaboration among stakeholders, performance metrics and resources, to 2014 September.

ADMINISTRATION RECOMMENDATION(S)

That the Priorities and Finance Committee recommends that Council approve Administration's request to defer the report on the 10-Year Economic Development Strategy refresh and implementation plan and report back through the Priorities and Finance Committee no later than 2014 September.

RECOMMENDATION OF THE PRIORITIES AND FINANCE COMMITTEE, DATED 2014 JULY 15:

That the Administration Recommendation contained in Report PFC2014-0574 be approved.

PREVIOUS COUNCIL DIRECTION / POLICY

On 2008 January 21, Council endorsed the Calgary Economic Development Strategy as a community wide initiative (CPS2008-01). Council directed the Office of Economic Development and Policy Coordination (Office of the Mayor) to work with Calgary Economic Development on a detailed funding and implementation plan and report back through the SPC on Community Services & Protective Services no later than 2008.

On 2008 July 28, Council approved the Calgary Economic Development Strategy Implementation Plan (CPS2008-54), and directed the Office of Economic Development and Policy Coordination to begin work on implementation of the Calgary Economic Development Strategy Implementation Plan, working with Administration, promotional and civic partners, and external parties.

On 2012 October 16, the Priorities and Finance Committee directed Administration through the Calgary Economic Development Funded Projects Progress Report (PFC2012-0693), to work with Calgary Economic Development to bring an update on the performance measures of the 2008 Calgary Economic Development Strategy to the Priorities and Finance committee no later than 2012 December.

On 2012 December 18, Priorities and Finance Committee approved Calgary Economic Development Strategy Update (PFC2012-084) and directed Administration to continue collaborative work on a refresh of the Calgary Economic Development Strategy over the course of 2013. Calgary Economic Development was encouraged to consider assessing a broader range of economic, social and community issues and refine the existing measurement and reporting structure; and report back to the Priorities and Finance Committee by 2013 December.

On 2014 January 13, Council approved (PFC2013-0813) after amendment, receiving the report

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for information, file administration recommendation 2 and directing Calgary Economic Development to return to the Priorities and Finance Committee in 2014 March with a development strategy work plan.

On 2014 April 14, Council approved the Update to the 10-Year Economic Development Strategy for Calgary (PFC2014-0137) directing Calgary Economic Development Ltd. to report back to Council through the Priorities and Finance Committee with the refreshed *10-year Calgary Economic Development Strategy* and implementation plan no later than 2014 July.

BACKGROUND

Calgary Economic Development Ltd., with support of Administration, completed the stakeholder consultation and research necessary to undertake a refresh of the 2008 *10-year Economic Development Strategy for Calgary* (Strategy). To guide the refresh of the Strategy, a Project Advisory Committee (PAC) was struck in 2013 May by Calgary Economic Development Ltd. PAC is comprised of 40 community leaders with a mix of participants from private sector, non-profit organizations, promotional partners, The City and other Civic Partners. The outcome was a draft of the refreshed Strategy with the proposed framework of the Strategy focused on six areas (rather than the three areas in the original 2008 Strategy).

The areas of focus are framed as “energies” and articulate the focus on all aspects of economic development. The six energies include: global, entrepreneurial, innovative, community, people and collaborative. These six areas of focus provide the opportunity to acknowledge the strength of our city as a global energy centre, identify key areas of strategic growth for entrepreneurs and innovators in emerging sectors, inspire creative living, encourage shared prosperity, and promote Calgary with a singular and unique voice. Additionally, the best practices review and stakeholder feedback suggested a focus on social issues and community development in the refreshed Strategy will make Calgary a great place to do business, make a living and make a life. In addition to the stakeholder input and the research findings, all the actions laid out in the 2008 Strategy were considered which resulted in 20 of the 61 actions being reconciled and brought forward into the Strategy refresh.

INVESTIGATION: ALTERNATIVES AND ANALYSIS

In 2014 April, Council endorsed Calgary Economic Development’s direction for the refresh of the *10-year Calgary Economic Development Strategy*. Following Council’s endorsement, the Project Advisory Committee hosted an Economic Summit with approximately 100 stakeholders, members of the community and Council on 2014 May 15. The areas of focus, objectives and actions were presented at the Summit which served to confirm stakeholders, strategies, performance metrics, implementation timelines, resources and risks.

The Summit provided valuable feedback in clarifying details in the refreshed Strategy. In addition, the Summit was crucial in building support for the implementation of the refreshed Strategy and an understanding in the broader community that the the Strategy will serve as a guiding document for everyone that contributes to economic development in the city. Calgary Economic Development has undertaken engagement with stakeholders to confirm and formalize endorsement. The implementation of the plan will require extensive collaboration

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among disparate stakeholders and citizens committed to making Calgary a great place to make a living and a great place to make a life. Civic Partners, Calgary's post-secondary institutions, the Calgary Regional Partnership, City Administration and the Calgary Poverty Reduction Initiative are all key to the implementation of the refreshed Strategy.

A key learning from the assessment of the original Strategy is that strong leadership, consistent collaboration, frequent measurement and reporting are critical success factors moving forward. As a result, Calgary Economic Development will take the lead and has developed an accountability framework to make certain that the Strategy refresh and implementation efforts include stakeholder engagement, shared objectives, and responsiveness to a rapidly growing city, while seeking effectiveness and efficiencies through collaborations and partnerships. The accountability framework will include a process for regularly updating City Council to ensure the Strategy's relevance over its lifespan

Calgary Economic Development continues to work to finalize the proposed refreshed *10-year Calgary Economic Development Strategy* and build support and collaboration among stakeholders for the implementation of the Strategy and will present to Council, through the Priorities and Finance Committee, no later than 2014 September.

Stakeholder Engagement, Research and Communication

Not applicable for this deferral request.

Strategic Alignment

Not applicable for this deferral request.

Social, Environmental, Economic (External)

For Action Plan 2015-2018, Council has identified two strategic actions linked to the Strategy under the Prosperous City Council Priority for 2015-2018:

- P1: Strengthen Calgary's position as a global energy centre and location of choice for international talent, investment and innovation through enhanced business development, marketing and place-making initiatives.
- P2: Advance purpose, economic diversification and growth

Financial Capacity

Current and Future Operating Budget:

There are no impacts regarding this request to defer.

Current and Future Capital Budget:

There are no impacts regarding this request to defer.

Risk Assessment

There are no risks associated with this request to defer.

REASON(S) FOR RECOMMENDATION(S):

This report requests a deferral to permit Calgary Economic Development Ltd. sufficient time to finalize the refreshed *10-year Calgary Economic Development Strategy* and the implementation

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plan, including support and collaboration among stakeholders, performance metrics and resources, and report back no later than 2014 September.
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ATTACHMENT(S)

None