

building on our energy

an Economic Strategy for Calgary - October, 2014



Appendix One: Summary of City Administration Implementation Roles

DRAFT



update to the 2008
10-year Economic
Strategy

area of focus: entrepreneurial energy

strategy one - focus on our strengths to identify high-potential sectors and help them grow

Action Three (Page 25) Maintain a sufficient, available supply of future industrial and employment land development within Calgary and the region.	
Primary Stakeholder: The City of Calgary (Planning, Development and Assessment and Corporate Services)	
Potential Tactics	Supplementary Indicators
<ul style="list-style-type: none">Continually assess industrial land needsIncrease flexibility of permitted and discretionary use in land-use bylawEncourage investment in local land development projectsContinue to ensure a supply of designated industrial land between municipalities across the regionIn support of Calgary's Corporate Industrial Land Strategy maximize private sector land development and complement with The City of Calgary land development	<ul style="list-style-type: none">Rate of industrial land absorptionCost competitiveness of industrial landNumber of industrial businessesPrivate investment in local land developmentPercentage of land sales for high value add and high employment use
strategy two - provide business and entrepreneurs the support to grow	
Action One (Page 29) Support continued improvement in development approvals and red-tape reduction initiatives.	
Lead: The City of Calgary (Planning, Development and Assessment)	
Potential Tactics	Supplementary Indicators
<ul style="list-style-type: none">Establish defined processes between Planning, Development and Assessment and Calgary Economic DevelopmentInvestigate best practices policies	<ul style="list-style-type: none">Permitting turnaround timeNumber and percentage of development permits approved

area of focus: entrepreneurial energy

strategy two - provide business and entrepreneurs the support to grow

Action Three (Page 31) Develop pathways to entrepreneurship for future leaders and youth.	
Primary Stakeholder: The City of Calgary	
Potential Tactics	Supplementary Indicators
<ul style="list-style-type: none">Develop youth entrepreneurship mentoring programsDevelop entrepreneurs in residence and internship programs and competitions for young entrepreneursDevelop entrepreneurial programs specific for First Nations and Aboriginal youthDevelop role models by celebrating and showcasing successful young entrepreneursPromote entrepreneurship as a career option in high school	<ul style="list-style-type: none">Number of youth entrepreneursParticipation in mentorship programNumber of youth entrepreneurs considered investment ready by entrepreneur support agenciesNumber of youth entrepreneurs in business after one year and three yearsEnrollment in post-secondary entrepreneur programs

area of focus: people energy

strategy one - invest in equal opportunity and prosperity for all Calgarians

Action Three (Page 43) Collectively map, develop and implement a welcoming program for newcomers to Calgary.	
Primary Stakeholder: The City of Calgary (Community and Neighbourhood Services)	
Potential Tactics	Supplementary Indicators
<ul style="list-style-type: none">Improve hiring practices to hire new CanadiansEncourage workplace communications trainingContinually update and market web-based information tools (eg. Liveincalgary.com)Improve access to recreation, arts and cultural programs for new CanadiansIdentify and support new migrants to CalgaryDevelop a private sector welcoming working group	<ul style="list-style-type: none">Participation, employment and unemployment rates for immigrants arrived in the last five yearsIncome of newcomers



area of focus: **community energy**

strategy one - build Calgary as a model city for sustainable development and affordable living

Action One (Page 45) Build a range of housing options for all ages, income groups and family types to meet the needs of residents today.	
Lead organization: The City of Calgary and Calgary Economic Development (co-leads)	
Potential Tactics	Supplementary Indicators
<ul style="list-style-type: none">• Coordinate and collect existing research to provide holistic view of market demand and challenges• Benchmark housing development patterns from other growing cities• Conduct additional housing research to address information gaps in housing demand• Explore alternative funding models to increase the supply and diversity of housing to lower and middle income residents• Support development and redevelopment that provides a broader range of housing choice in all neighbourhoods• Implement the Community Affordable Housing Strategy for Calgary	<ul style="list-style-type: none">• Rate of industrial land absorption• Cost competitiveness of industrial land• Number of industrial businesses• Private investment in local land development• Percentage of land sales for high value add and high employment use
Action Two (Page 46) Direct future growth in a way that fosters more compact and efficient use of land, creates complete communities, allows for greater mobility choices and enhances vitality and character of local neighbourhoods.	
Lead: The City of Calgary (Planning, Development and Assessment)	
Potential Tactics	Supplementary Indicators
<ul style="list-style-type: none">• Conduct a city walkability strategy• Direct a greater share of new growth to Activity Centres and Corridors• Encourage higher residential densities in areas of the community that are more extensively served by existing infrastructure, public facilities and transit• Increase neighbourhood services within walking distance of residents	<ul style="list-style-type: none">• Population density• Mode of transport during peak time• Commute time• Parking demand• Household transportation expenditures



area of focus: **community energy**

strategy two - build and promote Calgary as a city to live a creative, active life

Action One (Page 47) Develop an integrated, multi-modal transportation system that supports a prosperous and competitive economy.	
Lead organization: The City of Calgary (Transportation)	
Potential Tactics	Supplementary Indicators
<ul style="list-style-type: none">• Work with the province and private sector developers to utilize new, innovative financing tools• Lobby the province to make changes to the Municipal Government Act (Alberta) allowing alternative revenue generation options for The City of Calgary• Implement the Pedestrian Master Plan• Maintain automobile and commercial goods vehicle mobility while increasing emphasis on alternative modes of transportation• Provide safe and accessible public transit service	<ul style="list-style-type: none">• Spending on transportation infrastructure• Commute times• Transit usage
Action Two (Page 48) Address greater connectivity between Calgary's primary cultural, recreation and commercial districts in the Centre City (Stampede Park to Calgary Zoo and Inglewood to Downtown West Village).	
Lead organization: The City of Calgary (Planning, Development and Assessment - Centre City)	
Potential Tactics	Supplementary Indicators
<ul style="list-style-type: none">• Enhance the attractiveness and usability of public assets, facilities and infrastructure• Create and support great public spaces for residents, workers and visitors and include public art as part of the enhancements• Support efforts to increase hotel rooms in the Centre City• Support the investigation of convention space needs• Facilitate partnerships between private industry and The City of Calgary to enhance their return on investment in the area• Increase the accessibility to and within the Centre City for both people and goods• Invest in enhanced public infrastructure to support the vibrancy, connectivity and amenity in the area	<ul style="list-style-type: none">• Frequency that Calgarians visit the Centre City for non-work purposes (Centre City Citizen Perception Survey)• Tourism, meetings and conventions numbers in the Centre City• Population of Centre City• Pedestrian and bicycle traffic in the Centre City• Primary modes of transportation within Centre City (Centre City Citizen Perception Survey)• Citizen perception that Centre City is a desirable place to live (Centre City Citizen Perception Survey)• Amount of private sector and The City of Calgary investment in Centre City



area of focus: **community energy**

strategy two - build and promote Calgary as a city to live a creative, active life

Action Three (Page 49) Establish Calgary as an artistically vibrant city and cultural destination in Canada.	
Primary Stakeholder: The City of Calgary (Recreation)	
Potential Tactics	Supplementary Indicators
<ul style="list-style-type: none">• Increase availability of arts space• Increase support and visibility for the arts• Enable more public exhibition and presentation of art• Seek opportunities for Calgarians to engage with and participate in artistic experiences	<ul style="list-style-type: none">• Number of arts and culture events• Citizen engagement in arts and culture• Number of working artists in Calgary• Inventory of arts spaces in Calgary• Number of positive news stories about arts and culture in Calgary• Student enrollment in arts courses• Number of City-supported festival and event days
Action Four (Page 50) Build a city where all Calgarians can participate in sport and recreation to the extent they choose.	
Lead organization: The City of Calgary (Recreation)	
Potential Tactics	Supplementary Indicators
<ul style="list-style-type: none">• Continue to build appropriate sport and recreational facilities accessible to all Calgarians• Maximize use of space and facilities through regional collaboration• Deliver relevant program offerings and facility/community-based services• Continue to provide assistance programs to improve access to recreation and sport for low-income families• Support sport and sport tourism development• Promote Calgary as a destination for national and international sporting events	<ul style="list-style-type: none">• Calgarians living an active, healthier lifestyle• Number of sporting awards won by Calgarians• Number of users of The City of Calgary facilities• Number of Calgary After School program visits in targeted neighbourhoods and recreational facilities• Percentage of adults who are physically active enough to experience health benefits• Number of low-income families receiving assistance to access recreational programming



area of focus: **collaborative energy**

strategy one - Tell Calgary’s unique and compelling story with a unified approach

Action One (Page 52) Position Calgary as the location of choice to live, visit, meet, start a business and invest.	
Primary Stakeholder: The City of Calgary	
Potential Tactics	Supplementary Indicators
<ul style="list-style-type: none">• Support <i>Calgary. Be Part of the Energy.</i> as the unified, locally embraced brand• Build a brand adoption tool kit for corporate Calgary and other organizations• Coordinate and enhance marketing campaigns in key target markets across Canada• Develop and deploy an ambassador program for Calgary• Launch a social media contest to collect personal Be Part of the Energy stories	<ul style="list-style-type: none">• Perceptions of Calgary as a place to visit, live, study, launch a career, meet or compete• Scores on external rankings on quality of life, ability to find a life, employment, etc.• Number of organizations using the brand
Action Two (Page 55) Showcase Calgary’s urban assets to the world and increase citizen participation in events and festivals.	
Primary Stakeholder: The City of Calgary (Recreation)	
Potential Tactics	Supplementary Indicators
<ul style="list-style-type: none">• Attract and leverage world class events and festivals• Support and grow local events and festivals• Redefine western values to focus on Calgary’s spirit of neighbours helping neighbours, welcoming newcomers and a ‘can-do’ attitude	<ul style="list-style-type: none">• Awareness level of Calgary in foreign markets• Visitation to Calgary throughout the year• Hotel weekend occupancy rates• Local awareness of and participation in festivals and events• Civic pride• Number of City supported festivals and events
Strategy Two - Connect organizations and individuals to build collaboration, leadership and reporting on the activities of the Economic Strategy for Calgary	
Action One (Page 54) Implement the Economic Strategy for Calgary	
Primary Stakeholder: The City of Calgary - Council and Administration	
Potential Tactics	Supplementary Indicators
<ul style="list-style-type: none">• Convene a leadership committee for the strategy’s implementation• Align performance metrics with metrics utilized by key stakeholders• Host an annual economic summit to report on progress and gain feedback on the strategy’s implementation from the broader stakeholder community• Take opportunities to raise awareness of community and economic development issues with Council and City Administration	<ul style="list-style-type: none">• Awareness of economic development activities in Calgary• Awareness and support of economic development by City Council• Return on Investment for The City of Calgary’s investment in economic development• Successful implementation of actions associated with the Economic Strategy for Calgary

