

DRAFT Economic Development Strategy Refresh: Objectives, Strategies and Actions

Building on our Energy: An Economic Development Strategy for Calgary

<i><u>Vision:</u> Calgary is a city of boundless energy. The source of our energy and economic success is our sense of community and our commitment to shared prosperity and sustainable development. We welcome everyone to be part of the energy.</i>					
<i><u>Mission:</u> To align the City of Calgary, its civic partners, private sector and other community organizations in achieving economic competitiveness, embracing shared prosperity and building a strong community.</i>					
<u>Global Energy</u>	<u>Entrepreneurial Energy</u>	<u>Innovative Energy</u>	<u>Creative Energy</u>	<u>Social Energy</u>	<u>Collaborative Energy</u>
<i>Calgary is an undisputed global energy centre. Our international reputation attracts new people, investment and businesses as we strengthen the energy value chain.</i> Build on Calgary’s position as the centre for responsible energy development and leadership. - Assess the development of an energy literacy and innovation centre in downtown Calgary, a world-class energy policy, educational and interpretive centre. - Promote the social, environmental and innovative advancements in the energy industry by working with the province to deploy a comprehensive communication strategy and Calgary Ambassador Program. - Encourage discussion, dialogue, and debate on energy by attracting additional high profile energy and sustainable renewable energy conferences. Leverage the strength and international reach of the energy industry to grow emerging sectors. - Leverage local procurement opportunities to attract new investment by researching and understanding local supply chain linkages. - Identify companies that work closely with the energy sector and include them on inbound and outbound trade and investment missions. - Enhance the effectiveness of international investment and attraction missions in key target markets through coordinated efforts with TEAM ALBERTA (City/Provincial partnership) and CONSIDER CANADA City Alliance (City/Federal partnership). - Enhance existing trade and international business programing to maximize international business opportunities through improved coordination with other orders of government and trade related organizations.	<i>Calgary is a magnet for businesses fostering pathways to purposeful economic diversification and growth.</i> Leverage the business strengths, infrastructure and natural beauty of the region to grow strategically. - Make Calgary more competitive and maximize growth opportunities by increasing local intelligence outreach through business retention, expansion and attraction programming. - Build financial services capacity and attract international financial institutions (banks, fund management, investment firms, private equity) by leveraging our strength in energy finance. - Address long term diversification and economic development priorities by ensuring there is a sufficient supply of industrial land between The City and private developers. - Solidify the region’s position as western Canada’s premiere distribution and logistics hub by optimizing the strong transportation infrastructure (international airport and intermodal facilities) and geographic location. - Grow the creative industries and the digital economy by capitalizing on the benefits of the new film studio and other cultural assets. - Grow tourism through better collaboration with the world-class regional destinations including Banff/Lake Louise/Canmore, Kananaskis and the Canadian Badlands. Provide business and entrepreneurs the support to grow. - Support continued improvement in development approvals and red-tape reduction initiatives by establishing stronger linkages and defined processes between The City’s Planning, Development and Assessment Department and Calgary Economic Development. - Assist entrepreneurs to grow and prosper by addressing gaps in Calgary’s early stage business support system, creating a one-stop guide to business resources and deploying an aftercare program that monitors and promotes success and provides additional services. - Develop pathways to entrepreneurship for future leaders and youth by working with secondary and post-secondary education institutions and youth development agencies.	<i>Calgary fosters a culture of innovation where problems are solved through a systems approach harnessing the power of technology.</i> Leverage the strength of the energy industry to establish Calgary as a preferred location in Canada to successfully start, build, and grow early stage technology companies. - Address challenges in the energy industry and realize opportunities of mutual benefit with the technology sector by establishing and strengthening linkages between the sectors. - Enhance investment and success in technology companies by building connections, capital flows and knowledge transfer from the energy finance community. - Identify leading companies, areas of expertise and critical mass to attract foreign direct investment and trade opportunities for the technology sector. Promote a culture of innovation throughout industry, the public sector, educational institutions and community agencies. - Support the creation of hubs of innovation, providing virtual and physical spaces where communities of interest can exchange ideas. - Guide and support new entrants through the start-up and development process by creating and promoting a one-stop guide and enhancing collaboration between technology support organizations. - Develop post-secondary education programs to meet the future labour force needs of the technology sector through enhanced collaboration between business and post-secondary institutions. - Celebrate and promote individuals and enterprises that are finding solutions to issues facing our community and industries.	<i>Calgary is a vibrant, urban and prosperous community that offers people friendly neighbourhoods, diverse housing, and inspirational spaces.</i> Build Calgary as a model city for sustainable development and affordable living. - Build a continued supply of affordable, desirable housing for a rapidly growing population through the creation of a city-wide housing accessibility monitor. - Prioritize walkable, livable, compact communities integrated with transportation networks to meet the changing needs of residents. - Increase the supply of purpose built rental housing and affordable housing for residents of all income levels by supporting the objectives of the Municipal Development Plan. Build and promote Calgary as a city to live a creative, active life. - Build arts, culture and recreation facilities and transportation infrastructure to meet the needs of a growing population by supporting the implementation of new, innovative financing tools and changes to the <i>Municipal Government Act</i> (Alberta). - Assess expanding the downtown to addresses greater connectivity between Calgary’s primary cultural, recreation and commercial districts including transportation infrastructure, more quality of life spaces, and potential hotel and convention facilities. - Provide more arts space, increase support and visibility for the arts, and enable more public exhibition and presentation of art to make Calgary a top arts and culture destination in Canada. - Continue to build appropriate sport and recreational facilities based on community needs so all Calgarians can participate in sport and recreation to the extent they choose.	<i>Calgary embraces social inclusion and shared prosperity.</i> Invest in equal opportunity and prosperity for all Calgarians. - Maximize the potential of all Calgarians to meet the labour needs of Calgary’s high-quality employment industries through the development and implementation of a comprehensive workforce development strategy. - Support the shared economy as outlined in ‘Enough for All’ (the Calgary Poverty Reduction Initiative) through strengthened linkages between the private and non-profit sectors to raise the awareness and address social issues affecting economic development. - Collectively map, develop and implement a welcoming community concept for newcomers to Calgary.	<i>Calgary is the best place to live in Canada, with strong collaboration between public, private and non-profit sector partners in building a great city.</i> Tell Calgary’s unique and compelling story with one voice. - Position Calgary as the location of choice to live, visit, meet, start a business and invest by allocating and coordinating resources to support Calgary, Be Part of the Energy as the unified, locally embraced brand. - Attract and leverage world class events and festivals and showcase Calgary’s urban assets to the world. - Grow tourism and citizen participation by supporting and growing smaller events and festivals. Connect organizations and individuals to build collaboration, leadership and reporting on the activities of the Economic Development Strategy for Calgary. - Action and implement the Economic Development Strategy by forming a leadership and reporting structure to bring stakeholders together. - Increase the effectiveness of the Economic Development Strategy by aligning the activities of The City’s promotional partners with City Administration, the Mayor’s and members of City Council offices.