

CITY OF CALGARY
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APR 01 2014
ITEM: PFC 2014-0278
CITY CLERK'S OFFICE

2014-03-31

Building on our energy

Update to the Economic Development Strategy for Calgary
April 1, 2014



today's objective

- PFC to endorse the strategic direction of the Economic Strategy for Calgary
- Understand the process and support continued engagement in building the final version of the Strategy

agenda

- 1 work completed to date
- 2 why we are doing an update
- 3 what will an update accomplish
- 4 city-wide economic development strategy
- 5 framework for economic development strategy
- 6 objectives, strategies and actions

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work completed to date

work completed to date

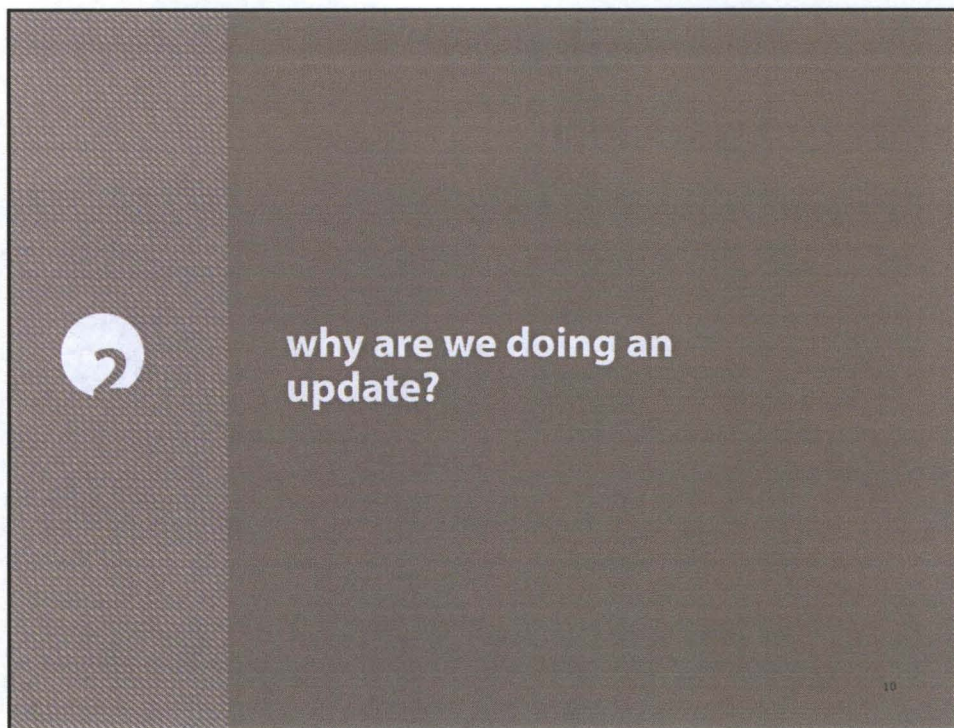
status on work plan

Tasks	Description	Date	Status
Stakeholder Interviews	100 at Roundtable 60 one-on-one 8 focus groups 4 Project Advisory Committee Meetings	July 2012 June 2013 Sept 2013 Oct 2013	✓
SWOT	Complete SWOT analysis	Sept 2013	✓
Economic Indicators	Identify Economic Indicators	Sept 2013	✓
Best practices	Focus on weaknesses and challenges – compared to 2 or 3 cities (Canada and US)	Jan 2014	✓
Draft of Strategies and Actions	Based on input through all the above	Jan 2014	✓
Review with promotional partners	Meetings with CEO and VP's of all promotional partners (CTCC, MCC, Tourism Calgary & Innovate Calgary)	Feb 20, 2014	✓
PFC Meeting	Endorse strategic direction	Apr 1, 2014	✓

work completed to date

next steps

Tasks	Description	Date
Finalize Leadership Model	Review with Mayor's office, CED's Board and Council	April
Economic Summit	100-150 stakeholders to provide input on strategies, actions, finalize process and get engagement	May 15 2014
Report to PFC	Final approval	July 2014
Launch	Based on input through all the above	July 2014



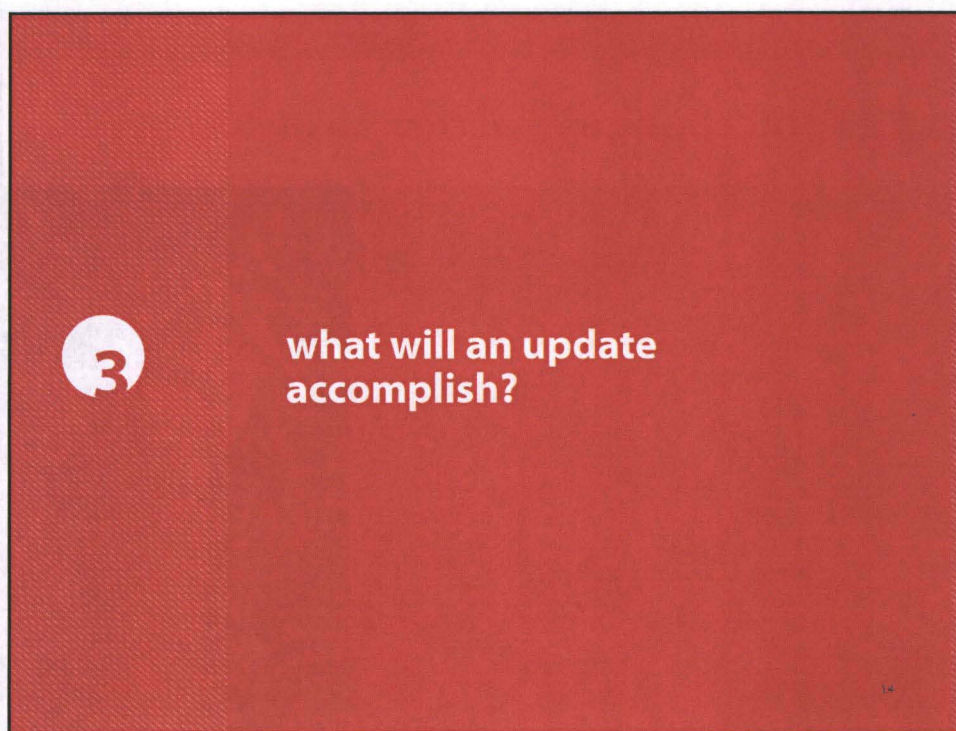
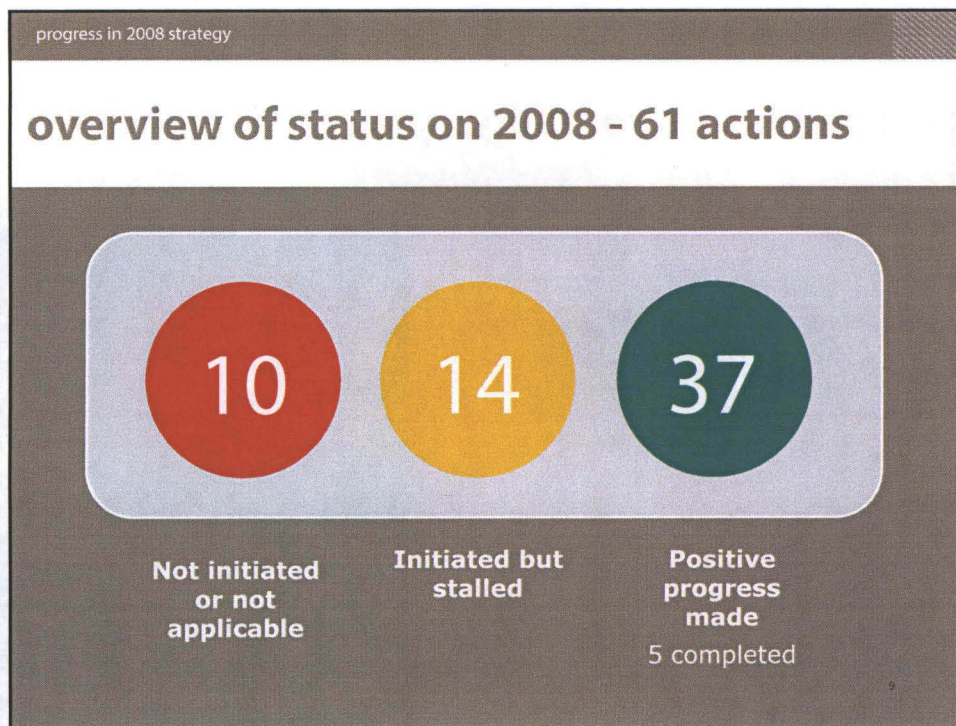
progress in 2008 strategy

rationale for the strategy update

- The strategy is now 6 years old – it is best practice to review and refresh after 5 years
- World has changed
 - Recovery from economic downturn in 2008
 - Mayor and Council
 - Post-secondary leadership
 - Corporate leadership
 - Civic partner leadership
 - \$50+ billion in Asian Pacific investment
 - Calgary's growth poised to lead North America
- The 2008 Strategy was never embraced by Council and Administration
- It will inform the new 4 year City Budget process



A photograph of a modern glass skyscraper, likely the Calgary Tower, viewed from a low angle looking up. The building's glass facade reflects the sky and surrounding structures. At the base of the building, there are some trees and a street with a few cars.



what will the strategy update accomplish

shared vision for Calgary

Outcomes:

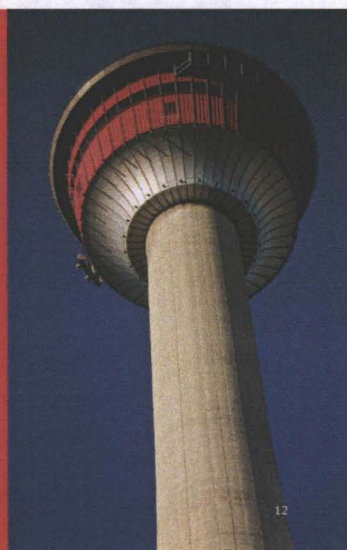
- Calgary remains competitive and a leader in:
 - Sustainable economic growth
 - Purposeful diversification
 - Job creation
 - People attraction and retention



what will the strategy update accomplish

what will change to accomplish success

- Align with City and Council objectives
- Align with other City strategies:
 - imagineCALGARY
 - Calgary's 2020 Sustainability Direction
 - Calgary Poverty Reduction Initiative
 - Arts Strategy for Calgary
 - City Centre Plan
- Leadership model to ensure accountability which includes:
 - Reporting mechanism and process
 - Defined key performance indicators (KPI's)
 - Better collaboration of stakeholders
- Align with the objectives of external stakeholders including the Federal and Provincial Governments and Edmonton



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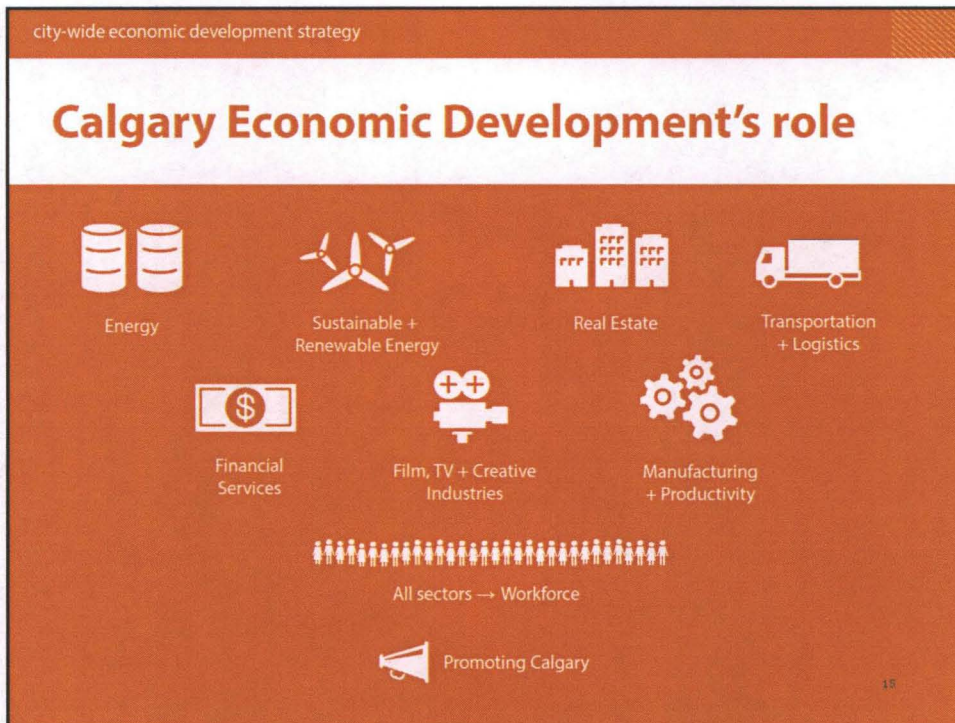
city-wide economic development strategy

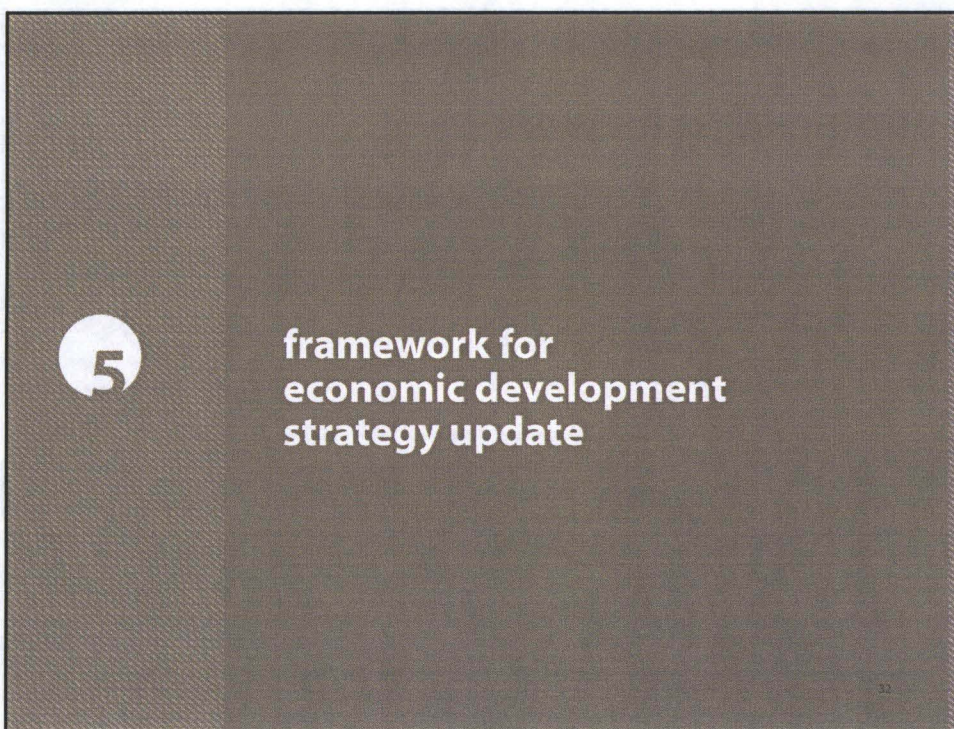
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city-wide economic development strategy

a view of other Canadian cities

	Community Development	Immigration + Workforce	Affordable Housing	Financing Infrastructure	Place-Making	Technology + Start-ups	Marketing + Branding
Vancouver	✓	✓	✓			✓	✓
Edmonton	✓			✓	✓	✓	✓
Winnipeg	✓	✓	✓	✓	✓	✓	✓
Hamilton	✓	✓	✓		✓	✓	✓
Mississauga	✓	✓	✓	✓	✓	✓	✓
Toronto	✓					✓	✓
Ottawa	✓	✓		✓	✓	✓	✓
Montreal	✓	✓	✓		✓	✓	14 ✓





framework

refreshed strategy – refreshed name

2008

Think big. Act bold. Create great.

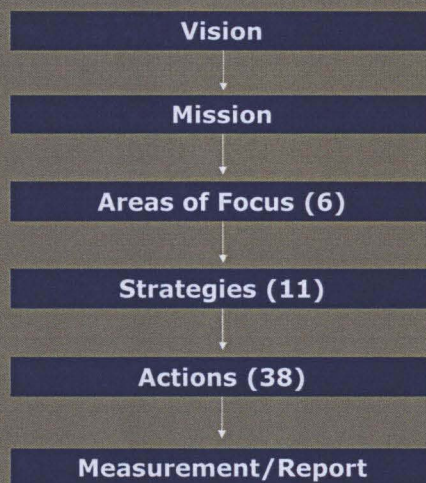
2014

Building on our energy

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framework

outline of framework



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framework

vision

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**.

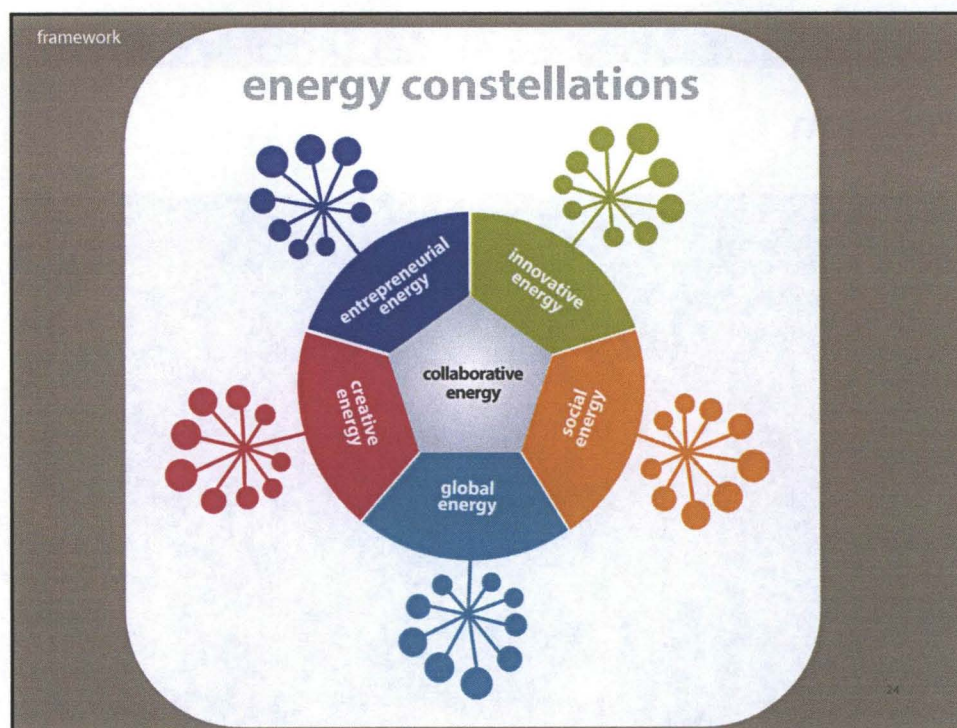
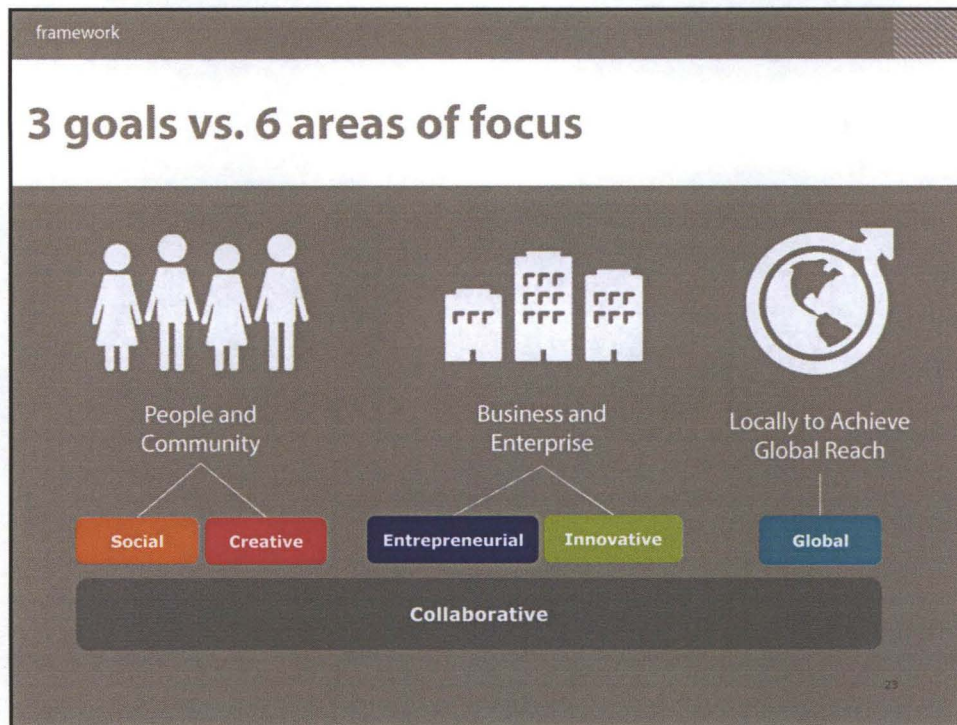
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framework

mission

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.

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objectives, strategies and actions

framework

global energy

Calgary is an undisputed global energy centre. Our international reputation attracts new people, investment and businesses as we strengthen the energy value chain.

strategy

global energy

Calgary is an undisputed global energy centre. Our international reputation attracts new people, investment and businesses as we strengthen the energy value chain.

Strategy 1: 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.

strategy

global energy

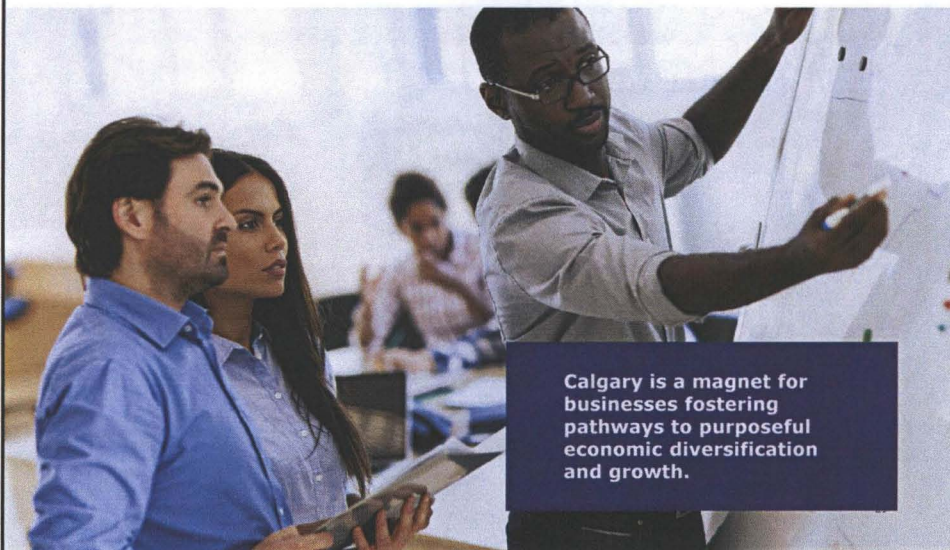
Calgary is an undisputed global energy centre. Our international reputation attracts new people, investment and businesses as we strengthen the energy value chain.

Strategy 2: 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

framework

entrepreneurial energy



Calgary is a magnet for businesses fostering pathways to purposeful economic diversification and growth.

strategy

entrepreneurial energy

Calgary is a magnet for businesses fostering pathways to purposeful economic diversification and growth.

Strategy 1: 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.

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strategy

entrepreneurial energy

Calgary is a magnet for businesses fostering pathways to purposeful economic diversification and growth.

Strategy 1: Leverage the business strengths, infrastructure and natural beauty of the region to grow strategically.

- 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.

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strategy

entrepreneurial energy

Calgary fosters a dynamic environment for today's businesses and tomorrow's leaders, opening new pathways to economic diversification and growth.

Strategy 2: Provide business and entrepreneurs the support to grow.

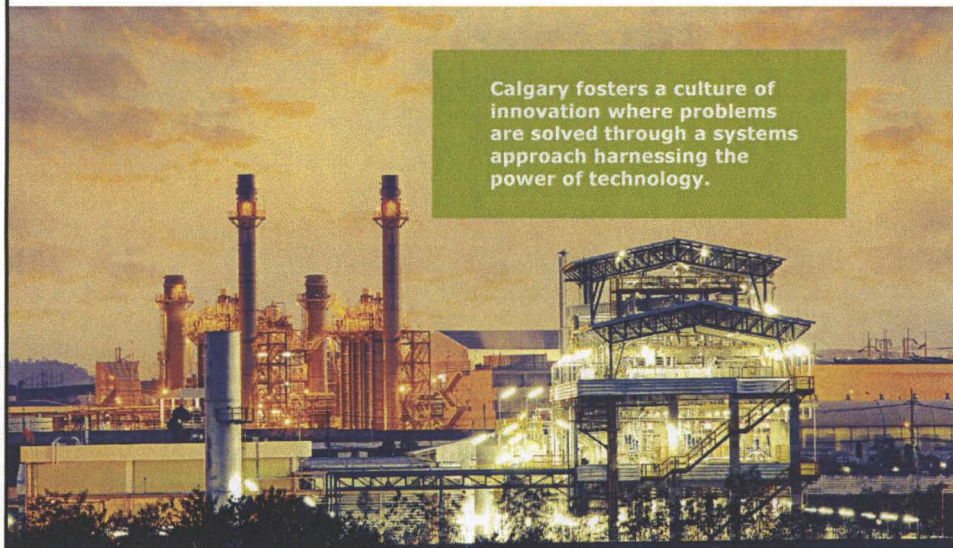
- Support the continued improvement in development approvals and red-tape reduction initiatives by establishing stronger linkages and defined processes between the City of Calgary Planning Building and Development and Calgary Economic Development.
- Assist entrepreneurs to grow and prosper by addressing 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.

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framework

innovative energy

Calgary fosters a culture of innovation where problems are solved through a systems approach harnessing the power of technology.



strategy

innovative energy

Calgary fosters a culture of innovation where problems are solved through a systems approach harnessing the power of technology.

Strategy 1: 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.

strategy

innovative energy

Calgary fosters a culture of innovation where problems are solved through a systems approach harnessing the power of technology.

Strategy 2: 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.
- Ensure post-secondary education programs 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.

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framework

social energy

Calgary embraces social inclusion and shared prosperity.



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strategy

social energy

Calgary embraces social inclusion and shared prosperity.

Strategy 1: 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 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.

framework

creative energy



Calgary is a vibrant, urban and prosperous community that offers friendly neighbourhoods, diverse housing and inspirational spaces.

strategy

creative energy

Calgary is a vibrant, urban and prosperous community that offers friendly neighbourhoods, diverse housing and inspirational spaces.

Strategy 1: Build Calgary as a model city for sustainable development and affordable living.

- Ensure 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.

strategy

creative energy

Calgary is a vibrant, urban and prosperous community that offers friendly neighbourhoods, diverse housing and inspirational spaces.

Strategy 2: 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 Municipal Government Act.
- Assess expanding the downtown to addresses greater connectivity between Calgary's primary cultural, recreation and commercial districts including transportation and 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 to ensure all Calgarians can participate in sport and recreation to the extent they choose.

framework

collaborative energy



strategy

collaborative energy

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.

Strategy 1: 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.

strategy

collaborative energy

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.

Strategy 2: 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 and the Mayor's and members of City Council office

thank-you