

One Calgary – A Prosperous City

Standing Policy Committee on Community & Protective Services

September 5, 2018

Calgary continues to grow as a magnet for talent, a place where there is opportunity for all, and strives to be the best place in Canada to start and grow a business.



Contributing services

- Affordable Housing*
- Arts & Culture*
- Business Licensing
- Community Strategies*

- Economic Development & Tourism*
- Land Development & Sales
- Library Services*
- Social Programs

**Service includes Civic Partners*

Affordable Housing

Arts & Culture

Business Licensing

Community
Strategies

Economic Development
& Tourism

**Land Development
& Sales**

Library Services

Social Programs





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Social Programs



Delivering value to customers

economic development & opportunities for all



\$40M

generated from
industrial land
sales



\$30M

leveraged by
volunteers
through FCSS



Civic Partners leverage

\$3.65 for every **\$1**

in City investment



\$24.7M

raised for charity
through City-supported
festivals and events



6.8M

library visits



2,249

new non-market
homes created

Long-term plans and policy



Foundations for Home

Calgary's Corporate Affordable Housing Strategy
2016 – 2025

enough
for  all

Calgary in the New Economy

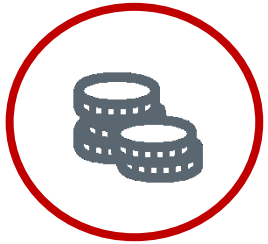
June 13, 2018

calgary economic
development
be part of the energy

Calgary Economic Development's collaborative
energy makes us a conduit, connector, catalyst
and storyteller for Calgary.



What Council has directed



- Build a resilient and diversified local economy
- Update and implement the economic development strategy
- Drive economic growth and spur job creation



- Implement Enough for All, Calgary's poverty reduction strategy
- Provide equitable access to services for all Calgarians



- Enhance focus on arts, culture, festivals, and winter activities



- Work with partners to provide affordable housing
- Maintain safety and quality of existing affordable housing
- Advocate to provincial and federal governments for adequate funding



- Attract growth industries and support existing businesses
- Revitalize the downtown core
- Remove red tape and barriers

What we heard from Calgarians

Importance

The services where 90% or more citizens say this service is **very or somewhat important** are:



Affordable housing for low-income Calgarians



Social programs for individuals such as seniors or youth

Investment

The services where 90% or more of citizens wanted **the same or more investment** are:



Affordable housing for low-income Calgarians



Social programs for individuals such as seniors or youth



Business licensing

Source: 2018 Spring Pulse Survey

What we are watching



Changing Economy

- Vacancy rates
- Housing supply
- Private sector investment



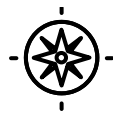
Changing City

- Increased seniors, immigrant and Indigenous populations
- Growing income disparity
- Evolving citizen needs and expectations



Changing Government

- Pace and amount of legislative and regulatory change
- Opportunities for government funding



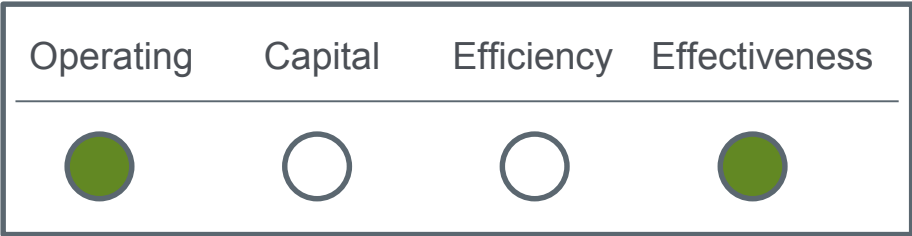
What we propose to do

Summary of each service within A Prosperous City

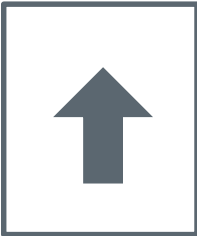
Drivers

- New funding opportunities to leverage from provincial and federal governments
- Existing supply – aging properties and expiring operating funding agreements
- Rate of core housing need in Calgary is increasing
- Changing demographics – growing urban Indigenous and senior populations

Intended service emphasis



Preliminary service level



Key service highlights



53,000
Calgary households in
core housing need



15,000 new homes
needed to achieve non-
market sector target

What we heard from Calgarians

93% of Calgarians want the same or
more investment

95% of Calgarians indicate the service
is somewhat or very important

What we propose to do

- Get the Calgary community building by providing incentives and expediting approvals for the development of affordable homes
- Regenerate and maintain City-owned affordable housing to ensure the health and safety of residents
- Support development of seniors lodge and off-reserve Indigenous housing in Calgary

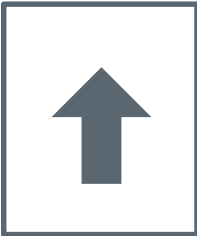
Drivers

- A healthy arts and culture sector draws growth industries, contributing to economic growth, job creation, and quality of place
- Increasing participation trends at festivals, and arts and culture activities, with an emphasis on low and no cost events
- Decreasing philanthropic income compromising arts organizations’ sustainability

Intended service emphasis



Preliminary
service level



Key service highlights



\$23.46

Calgary

\$25.05

Average nation-wide

Total cost for culture services per capita per year



612

City-supported festivals and event days

What we heard from Calgarians

83%

of Calgarians say that support for arts and culture is important

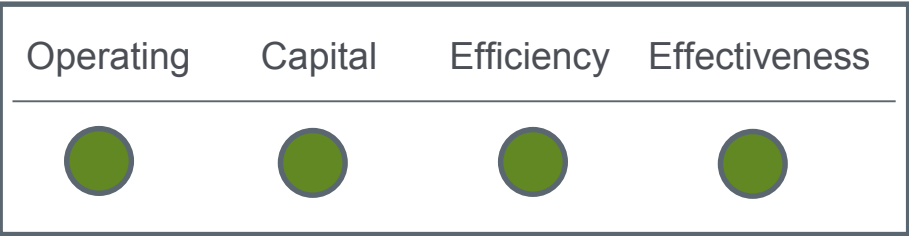
81%

of Calgarians agree arts and culture are key to creating a vibrant city

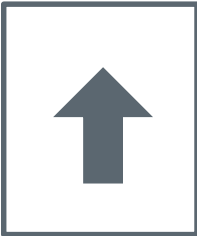
Drivers

- Business owners need fast, accessible services through online or automated technology to better support them in lawful operations
- To ensure successful introduction of a new type of business, such as cannabis, education and enforcement will be key in proactively addressing issues
- Technology has spurred the rapid development of industries in the sharing economy, creating new needs for regulation to guarantee safety standards and quality

Intended service emphasis




Preliminary service level



Key service highlights

86%
new business licenses issued within 90 days of application


38,000 business licenses issued/renewed in 2017

What we heard from Calgarians

92%
of Calgarians are satisfied with business licensing and inspection services

91%
of Calgarians want more or the same investment

What we propose to do

- Be ready for growth within sharing economies such as short-term rentals
- Increase use of online platforms to promote greater flexibility
- Implement the Calgary-specific regulatory response to the legalization of cannabis

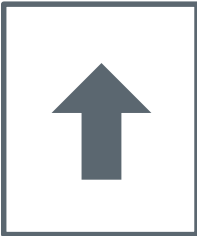
Drivers

- 1 in 10 Calgarians live in low income
- Seniors, immigrants and Indigenous people are the fastest growing populations in Calgary
- Almost 10% of Calgarians identify as having a disability (including physical, sensory, cognitive, communication)
- In Calgary, women earn 77 cents to every dollar men earn with comparable levels of education

Intended service emphasis



Preliminary service level



Key service highlights

96%

of planned actions initiated



8 in 10

agree the City of Calgary fosters social inclusion

What we heard from Calgarians

89%

of Calgarians want the same or more investment

89%

of Calgarians indicate the service is somewhat or very important

What we propose to do

- Advance key actions from the Enough for All, White Goose Flying and Seniors Age Friendly strategies
- Establish an Indigenous Relations Office to support the advancement of Truth and Reconciliation
- Develop a community-wide mental health, addictions and crime prevention strategy and a gender equity and diversity strategy to support Calgarians' social wellbeing

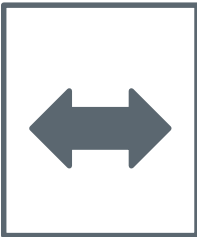
Drivers

- Challenging economic conditions require resiliency strategies that support diversification and employment growth
- Increased demand for economic development services including support for entrepreneurs and innovators
- Opportunities for growth in tourism and convention business
- Impact of economy on Civic Partner earned revenues
- Lifecycle requirements for City owned infrastructure managed and operated by Civic Partners to support safety and sustainability

Intended service emphasis



Preliminary service level



Key service highlights



4th

most livable city in the world (out of 140)



3.1M

cultural attractions visitors

What we heard from Calgarians

86%

satisfaction with economic development services

81%

of Calgarians reported at least one visit to The City’s cultural attractions

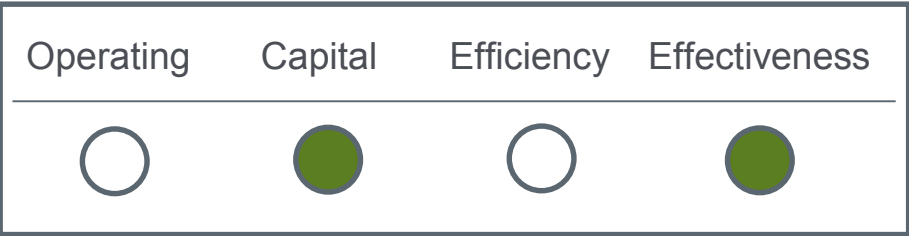
What we propose to do

- Using existing resources in the lifecycle capital funding program to further integrate climate change adaptation considerations into lifecycle projects to improve resilience and sustainability
- Invest operating funding in Civic Partners to support the implementation of a refreshed economic strategy for Calgary to diversify and build a resilient local economy

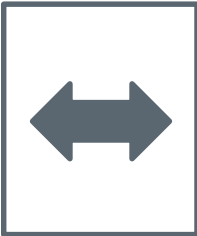
Drivers

- Support local economic growth and diversification
- Sell reasonably priced, serviced industrial land
- Leverage redevelopment opportunities and investments in LRT infrastructure

Intended service emphasis



Preliminary service level



What we propose to do

- Support transit-oriented development intensification around CTrain stations
- Continue to develop industrial land
- Develop a stronger partnership with Calgary Economic Development
- Implement an effective marketing program

Key service highlights



4,700

permanent jobs created from new businesses on our industrial lands



\$5.7M

additional contribution to non-residential tax base from industrial land sales

What we heard from Calgarians

86%

of Calgarians want the same or more investment

85%

of Calgarians indicate the service is somewhat or very important

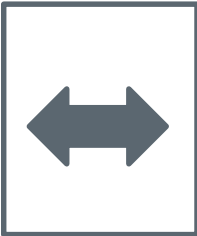
Drivers

- Changing demographics of Calgarians
- Customer satisfaction results and feedback
- Publishing trends including popularity of topics and format including digitization
- Security issues that impact staff and visitor experiences
- Changes in library membership and visits

Intended service emphasis



Preliminary service level



Key service highlights



6.8M visits



139,100
attendances at
In-Library Early
Literacy Program

What we heard from Calgarians

94%
satisfaction with library
experience

91%
of members have sense of pride
in the Library

What we propose to do

- Maintain current levels of service at 21 locations (estimated 65,000 hours annually) including year-round Sunday service at 13 locations
- Deliver programs focused on inclusion, reconciliation, connectedness, early literacy, life-long learning support, and personal empowerment
- Assess communications priorities and channels to reduce printing and distribution expenses

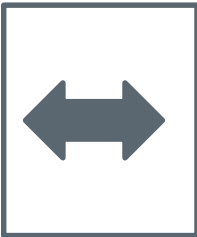
Drivers

- One in ten Calgarians living on low-income and our increasingly diverse population requires the removal of financial, social, geographic and physical barriers to participate in civic life
- Council’s direction to “...provide equitable access to services for Calgarians”
- The demand for programs and services by Calgarians experiencing vulnerabilities requires that partners and external funding sources be leveraged

Intended service emphasis



Preliminary service level



What we propose to do

- Provide access to subsidized City programs and services for low income Calgarians by maintaining the current service level of Fair Entry
- Deliver programming that provides cultural opportunities for children and youth
- Offer programs for youth who are not equipped to access traditional employment services

Key service highlights



\$30M

value of volunteer hours contributed to Family & Community Support Services (FCSS) partner organizations

82,600

low-income Calgarians approved for Fair Entry

What we heard from Calgarians

97%

of Calgarians want the same or more investment

87%

of Calgarians satisfied with Social Programs

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