

# One Calgary – A Prosperous City

Standing Policy Committee on Community & Protective Services

September 5, 2018





## A Prosperous City

CITY OF CALGARY  
**RECEIVED**  
IN COUNCIL CHAMBER

SEP 05 2018

ITEM: 7.1 CPS2018-1018

CITY CLERK'S DEPARTMENT

CPS2018-1018  
PRESENTATION

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







Affordable Housing

Business Licensing

Community Development  
& Planning

Library Services

Arts & Culture

Community  
Strategies

Land Development  
& Sales

Social Programs







Affordable Housing

Business Licensing

Economic Development  
& Tourism

Library Services

Arts & Culture

Community  
Strategies

Land Development  
& Sales

Social Programs







Affordable Housing

Arts & Culture

Business Licensing

Community  
Strategies

Economic Development  
& Tourism

Land Development  
& Sales

Library Services

Social Programs







Affordable Housing

Arts & Culture

Business Licensing

Community  
Strategies

Economic Development  
& Tourism

Land Development  
& Sales

Library Services

Social Programs



## Delivering value to customers

economic development & opportunities for all



**\$40M**

generated from  
industrial land  
sales



**\$24.7M**

raised for charity  
through City-supported  
festivals and events



**\$30M**

leveraged by  
volunteers  
through FCSS



**6.8M**

library visits



Civic Partners leverage

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

in City investment



**2,249**

new non-market  
homes created





## Long-term plans and policy

CPS2018-1018  
PRESENTATION



### 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



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



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



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



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



## 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





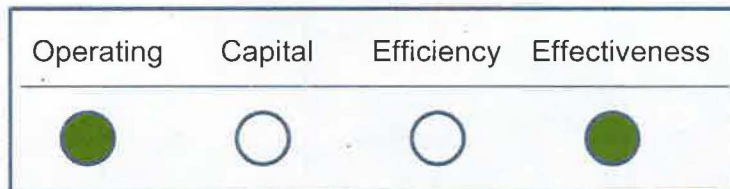
## What we propose to do

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



## 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

## 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

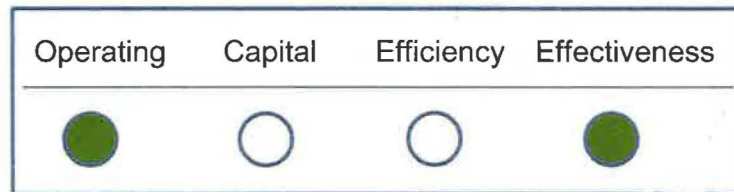




## Drivers

- 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



## What we propose to do

- Address increased security demands at festivals and events
- Develop and implement a Winter City and Event strategy
- Support implementation of the Cultural Plan

## 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

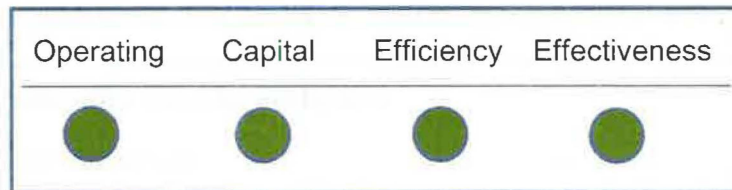
**83%** of Calgarians say that support for arts and culture is important

**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



## 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

## 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

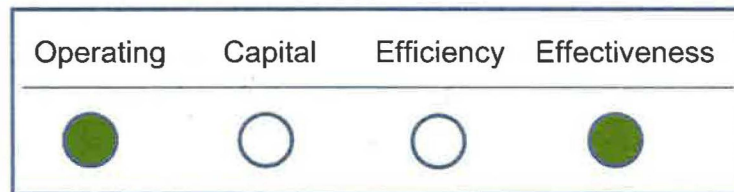




## Drivers

- 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



## 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

## Key service highlights

**96%** of planned actions initiated



**8 in 10** agree the City of Calgary fosters social inclusion

## What we heard from Calgarians

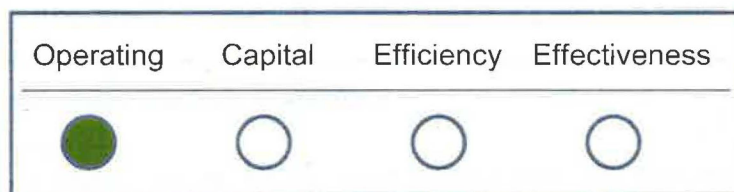
**89%** of Calgarians want the same or more investment

**89%** of Calgarians indicate the service is somewhat or very important

## 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



## 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

## Key service highlights



**4<sup>th</sup>** 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



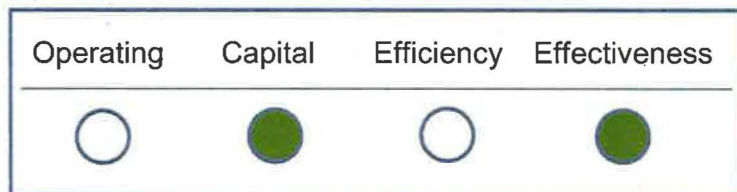


## Land Development & Sales

### 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

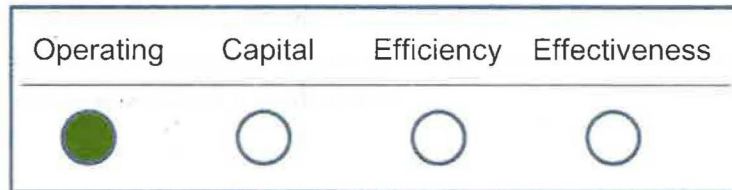
**86%** of Calgarians want the same or  
more investment

**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



## 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

## 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



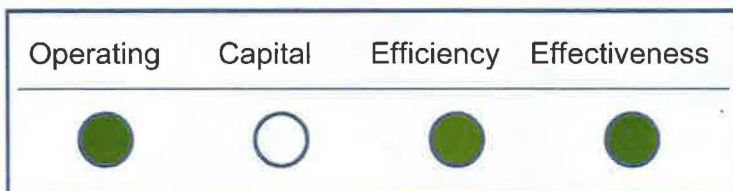


## Social Programs

### 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

# One Calgary – A Prosperous City

Standing Policy Committee on Community & Protective Services

September 5, 2018