

January 9, 2007

Calgary Economic Development Strategy Media Backgrounder

Background

Calgary is at a cross-road. We have the unique opportunity to strategically develop our economy, our community and our city in a way that will enable Calgary to take a permanent place on the global stage as a leading centre. To ensure Calgary could capture this opportunity, in September 2006 Mayor Bronconnier launched the Calgary Economic Development Strategy, a 10-year strategic plan for sustainable, equitable and manageable growth of Calgary's economy.

Previously, the need for a comprehensive economic development strategy was identified in the 2002 process to review Calgary's economic development model, chaired by one of Canada's top business leaders, Murray Edwards, President of EDCO Financial. The Murray Edwards Task Force identified the need to develop a comprehensive economic development strategy that would guide the activities of all three levels of government within the Calgary region, as they relate to economic development, but most significantly, guide the activities of the four City-funded economic development agencies: Calgary Economic Development; Tourism Calgary; Calgary Technologies Inc.; and the Calgary Convention Centre Authority.

The creation of the Calgary Economic Development Strategy was led by a 17-member Steering Team, comprised of individuals from private sector, senior levels of government and the four City-funded economic development agencies. An extensive public consultation process was undertaken to ensure a broad and diverse range of public opinions and ideas were captured and explored. Calgary Economic Development project managed the process and an external consultant was retained to assist with the data analysis, public input and documentation.

The Calgary Economic Development Strategy builds off the work of a number of key federal, provincial and regional plans and studies to create unique opportunities for Calgary within larger contexts. In addition, the Strategy builds off imagineCALGARY, the City's 100-year sustainability plan, incorporating many concepts, information and strategies aimed at achieving the economic development goal of prosperity for all Calgarians. Finally, the Strategy is also consistent with other major City of Calgary plans and policies including the *Centre City Plan*, and the forthcoming *Integrated Land Use and Mobility Plan*.

The Strategy will not only serve as a guide for the four City-funded economic development agencies; it is intended to be a rally point for the private sector, local institutions, organizations and senior levels of government to align their local activities with the overall Strategy.

This economic development strategy makes a powerful statement on the direction for the city, setting out a plan for sustainable, equitable and manageable growth of Calgary's economy to 2018.

The Role of the Calgary Economic Development Strategy

The Calgary Economic Development Strategy is a strategic 10-year plan for the future of Calgary's economic development. The Strategy will be used in the following ways:

1. As direction for making long-term planning decisions – non-statutory guide for directing longer term economic development initiatives, planning and development initiatives, and the strategic investments into specific sectors, projects and developments.
2. As direction into the development of economic development agency workplans and budgets – the activities and resource allocations of the City's four economic development agencies should demonstrate alignment with, and the achievement of, the goals and objectives of the Strategy.
3. As the source of ideas and inspiration for community action and collaboration – involving the Calgary community of businesses, institutions, organizations, associations, levels of government and other stakeholders.

The Goals of the Calgary Economic Development Strategy

The Calgary Economic Development Strategy is underpinned by three high level goals, intended to anchor and qualify all strategic initiatives or ensuing actions on the part of the City's four economic development agencies to support the vision of a greater level of prosperity for the city and its residents.

The three goals are:

1. Focus on People and Community
2. Focus on Business and Enterprise
3. Focus on International Reach

Goal 1 - A focus on people and community

Where we put learning, creativity and liveability first

Objectives:

1. Educate and Engage
2. Remove Barriers to Meaningful Employment
3. Enhance the City's Sense of Place and Experience

Goal 2 - A focus on business and enterprise

Focus the trajectory of our traditional economy with new and emerging growth opportunities

Objectives:

1. Strategically Develop Calgary's Economy
2. Provide Smart Infrastructure
3. Create an Environment for Smart Ideas and Innovation

Goal 3 - A focus on international reach

Promote and market our reputation in business, tourism, innovation and arts and culture

Objectives:

1. Promote the Calgary Brand and Identity
2. Diversify Tourism and Convention Activity
3. Enhance International Business Development and Connections

Specific strategies and actions for each goal can be found in the Strategy document.

Implementation plan

The Strategy lays out a high-level implementation plan, including implementation principles, potential partners, timelines and potential metrics.

The effective implementation of the Strategy will require participation of all partners in economic development – the private sector, city departments, other levels of government, regional partnerships, organizations involved in community-based economic development, industry associations, community organizations, and public institutions. Effective monitoring and evaluation is an important part of any strategy development process as it ensures that projects are realistic and kept on track, it justifies the costs that may be involved in their implementation and determines if adjustments to any of the actions are necessary.

A more detailed implementation plan and budget will be developed through the Office of the Mayor and Calgary Economic Development and presented to City Council no later than June 2008. The detailed funding and implementation plan will identify possible implications for City Council to consider for incorporation in the 2009-2011 budget and business planning process.

Frequently Asked Questions

1. Why is an economic development strategy needed?

Competition amongst cities and regions for people and business has become increasingly intense and global. In addition, the future growth of national economies will lie heavily in the success of its collective cities and regions. Therefore it is imperative to create a focused and strategic plan for economic development in order to be successful as an attractive location for people, business, investment and visitors.

The Calgary Economic Development Strategy sets out a sustainable plan for Calgary to take its place on the global stage as THE premier destination for people and business.

2. What was the consultation process? How was the community engaged?

The Calgary Economic Development Strategy was created through an extensive and representative public consultation process. Through the consultation process, over 200 Calgary business and community leaders were engaged in the form of telephone and personal interviews. In addition, The City hosted seven focus groups involving 70 people, and a half-day economic development summit with over 50 people. A public web survey was conducted through which over

430 Calgarians participated. The web survey was promoted through print and radio media.

3. How will the Strategy be used by the City of Calgary?

The Calgary Economic Development Strategy is a strategic 10-year plan for the future of Calgary's economic development. The Strategy will be used in three primary ways: as direction for making long-term planning decisions; as direction into the development of economic development agency workplans and budgets; and, as the source of ideas and inspiration for community action and collaboration.

4. How will the Strategy be implemented?

The Strategy identifies a high level implementation format, including potential partners, timelines and metrics associated with each action. City Council is being asked to direct the Office of the Mayor to work with Calgary Economic Development to develop a detailed funding and implementation plan and report back to the Standing Policy Committee on Community and Protective Services by June 2008.

A range of implementation principles have been identified in the Strategy, including the importance of community leadership, collaboration, continual assessment and review, monitoring, communications and adequate funding. All of these principles will be incorporated into the detailed implementation plan and approach to be brought back to the Standing Policy Committee on Community and Protective Services.

5. Who will implement the Strategy?

The implementation of the Strategy will be a community-wide initiative, led by specific community members and supported by the City of Calgary. More specific details as to leadership in implementing the Strategy will be identified by the Office of the Mayor and Calgary Economic Development through its further work on the implementation plan.

6. Will The City of Calgary be responsible for implementing all of the actions in the Strategy?

No, the Strategy is a strategy for the whole of Calgary. The Strategy and its associated actions have in no way been developed to be the sole responsibility of The City of Calgary to implement on its own. The City, within its responsibilities and resource base could not possibly contemplate affecting the kind of change and breadth of activity necessary to secure Calgary's future prosperity articulated in the Strategy.

The successful achievement of these goals will need the support of all organizations, companies, entities and individuals with an interest in the development of Calgary's economy and shared prosperity. The implementation plan will rely upon a wide range of collaborators, including The City of Calgary, to

ensure successful implementation.

7. How much will implementation cost? Will The City pay for all of the implementation?

Implementation will likely occur on a phased approach. Total costs associated with implementation have not been identified. The City of Calgary will examine a number of implementation options that aim to leverage their investment with investment from senior levels of government, the private sector and other institutions.

8. When will the Strategy be implemented?

Implementation of the Strategy will commence subsequent to confirmation of the detailed implementation approach, likely the summer of 2008.

9. Who was on the Strategy Steering Team and what was their role?

The Steering Team was comprised of the following individuals:

Name	Organization
Mauro Meneghetti (Chair)	Western Management Consultants, and Calgary Economic Development Board of Directors
Julien DeSchutter	Calgary Airport Authority, and Tourism Calgary Board of Directors
Mayor Linda Bruce	City of Airdrie and Chair of the Calgary Regional Partnership
Laurel Wood	Meyers Norris Penny, and Calgary Convention Centre Authority Board of Directors
Bruce Graham	Calgary Economic Development
Joe Fardell	Tourism Calgary
John Masters	Calgary Technologies Inc.
Marcia Lyons	Calgary TELUS Convention Centre
Lance Carlson	Alberta College of Art + Design
Dan Gaynor	Calgary Chamber of Commerce
George Gosbee	Tristone Capital
Brad Stevens	City of Calgary
David Watson	City of Calgary
Harvey Weingarten	University of Calgary
Gerard J. Protti	EnCana Corporation
Ruth Ramsden-Wood	United Way of Calgary and Area
Tracey Sletto	Western Economic Diversification Canada

The role of the Steering Team was to provide overall guidance and direction for the creation of the Calgary Economic Development Strategy. This included providing insight and advice on strategic directions, opportunities, barriers and challenges. The Steering Team ensured that due process was followed and that an appropriate sample of the Calgary community was consulted in the formulation of the strategy.

10. How is this strategy different from imagineCALGARY?

ImagineCALGARY is a long-term vision for Calgary. The Calgary Economic Development Strategy is a shorter-term, 10-year strategy that will help ensure Calgary's future prosperity is secure through more specific actions necessary to

realize the long-term future articulated in imagineCALGARY.

11. How is this plan any different from any previous City economic development strategies or strategies in other cities?

The Calgary Economic Development Strategy 2008-2018 is different from previous City of Calgary economic development strategies, and other city economic development strategies from around the world, in that it takes a broader view of economic development to include the importance of people and community. Traditional economic development strategies have focused on business and investment attraction. This Strategy is different as it focuses equally on the retention, attraction and development of people as one of the most important elements for economic development success.

12. Is Calgary Economic Development the leading agency associated with the Strategy?

Calgary Economic Development played a key role in the completion of the Strategy through its role as Project Manager. As a result of its broader mandate for economic development, it is being asked to assist the Office of the Mayor to formulate a more detailed implementation plan. Specific role of Calgary Economic Development in the implementation of the strategy has not been fully determined at this time.

13. When and where can I get a copy of the Calgary Economic Development Strategy?

Draft document of the Calgary Economic Development Strategy will be available Wednesday, January 9, 2007 at 9:30 a.m. on the website of the Office of the Mayor at www.calgary.ca/mayor

If the report will be approved by City Council the final Strategy document will be available on this website after the January 21 meeting of City Council.