

Economic Development & Tourism

Led by: Director of Partnerships

Description

This service supports a diverse and resilient economy that helps grow local businesses, start-ups, and entrepreneurs; attracts new businesses and visitors to Calgary; and offers Calgarians and visitors access to world-class cultural attractions, venues, experiences and learning opportunities. The City delivers this service by investing in Civic Partners and supporting Business Improvement Areas' (BIA) operations and governance. The service's priorities and activities are guided by *Calgary in the New Economy: An economic strategy for Calgary*, and contribute to the collaborative implementation key City strategies related to economic development.

Value and benefits

Through investment in Civic Partners and support for Business Improvement Areas, this service adopts a collaborative approach to local economic development to build resilience and diversification in response to broad global and national trends. It enhances Calgary as a business-friendly city that supports local entrepreneurs and innovators, offers enhanced local shopping areas, and attracts companies and business travelers. Cultural attraction infrastructure provides high-quality, accessible opportunities for Calgarians and visitors to experience history, conservation, science, culture and art. The broad range of partners collaborating to deliver this service contribute to the implementation of City plans and policies including the Greater Downtown Plan, Downtown Strategy, a Cultural Plan for Calgary, and Calgary's economic strategy.

Customers

This service creates opportunities for Calgarians and visitors to grow through new experiences and supports programs and services that increase employment opportunities. It enhances stability and growth of the business community including startup founders, entrepreneurs and innovators; and supports meeting and convention planners and delegates.

What we deliver

Through partnership, this service leads economic development initiatives including attracting and retaining companies; leading branding and trade missions; offering convention centre services; supporting local business, entrepreneurs and innovators; leading regional, national and international tourism marketing; and providing access to world class cultural attractions and venues.

Partners

The service is delivered in collaboration with Civic Partners and Business Improvement Areas that leverage City investments, assets and support to contribute to implementing Calgary's economic strategy.

The service collaborates with the following City services: Arts and Culture, Building Approvals, Business Licensing, City Planning and Policy, Development Approvals, and Land Development and Sales.

1,400,000 Visitors to cultural attractions in 2021

10,477 Sustained jobs created/retained/expanded

925 Platform Calgary program participants

6,200 Businesses represented by a BIA

Economic Development and Tourism

2022 Budgeted Gross Operating Expenditures Funding Breakdown (\$ Millions)



Note: Internal recoveries is how The City accounts for the costs of goods or services between services

Key assets

Civic Partners manage and operate eight City-owned assets with an insured value of over \$500 million: the Calgary Zoo, TELUS Spark, Fort Calgary, Heritage Park, Calgary TELUS Convention Centre, Arts Commons, the Calgary Film Centre, and selected airplanes at the Hangar Flight Museum. Building Condition Assessments are completed for all assets, and Asset Management Plans are in place, or underway.

What we have heard & what we are watching

What we have heard

Research results consistently demonstrate that addressing economic issues is a priority for Calgarians including the need to attract new businesses, diversify, create jobs, revitalize downtown, and support existing businesses. Eighty-seven per cent of Calgarians rate this service as important, and 84 per cent report they are satisfied with this service. Calgary Economic Development research indicates that 96 per cent of Calgarians think it is important to have an economic strategy, and 82 per cent agree that the current vision aligns with where Calgary should be going. Adjustments to *Calgary in the New Economy* aim to reflect equity, diversity and inclusion in economic development including engaging with under-represented groups. Calgarians rank quality, sustainability and resiliency of this service as the key dimensions, a shift from 2018 when resiliency was ranked last.

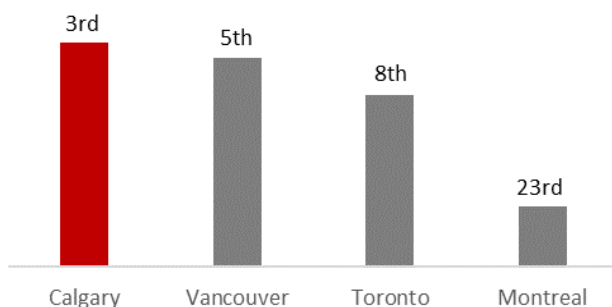
What Council has directed

The Council-approved *Calgary in the New Economy: An economic strategy for Calgary* is a road map for this service. Investments in Civic Partners and support for Business Improvement Areas facilitate a collaborative community approach to economic development. Guided by the strategy, this service supports Calgary's economic resilience, and helps showcase and enhance Calgary's global position and reputation. Funding for the Arts Commons Transformation Project, Calgary TELUS Convention Centre and Platform Calgary supports central gathering places for connection and collaboration for businesses and innovators, Calgarians, and community leaders. Tourism Calgary's Special Events Fund supports bids that create new hosting and hospitality opportunities. Investment in cultural attraction partners and support for BIAs enhance City-led event strategies, and leads to unique experiences, festivals, and events that contribute to an active and vibrant city for Calgarians and visitors.

What we are watching

Results will be significantly impacted by the rate of post-pandemic recovery for local economic indicators; tourism results including visitor numbers and hotel room night stays; conference bookings and convention delegate numbers; access to capital for start-ups and businesses; consumer spending rates; and in-person attendance rates at cultural attractions, events, and cultural venues. A slow rate of recovery creates risk for The City and partners related to partners' ability to generate earned revenues to leverage City funding. It is anticipated that online and hybrid delivery methods will continue to increase access and create opportunities to reach new participants. Civic Partners track and monitor sector-specific trends to inform their long-range planning including trends in economic development (including film industries) and tourism, and those related to experiences in arts and culture, science, animal conservation, history and heritage, and aviation.

Global Liveability Index 2022 Ranking (Economist Intelligence Unit)



The Economist Intelligence Unit's Global Liveability Index 2022

Comparing our service

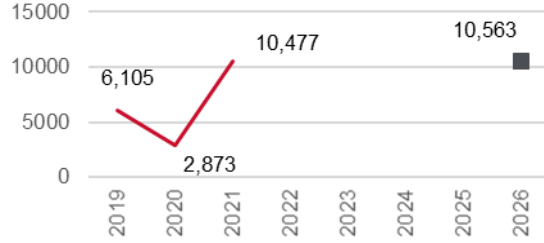
The Economist's Global Liveability Index has consistently ranked Calgary as one of the most liveable cities in the world based on factors related to stability, healthcare, culture, environment, education and infrastructure. In 2022 Calgary was ranked as the third most liveable city in the world, up from fifth place in 2021. This line of service contributes significantly to this rating by leading implementation of Calgary's economic strategy, and offering and maintaining cultural infrastructure, events, exhibits, programs, and initiatives that activate the city and support the local economy.

Measuring performance & where we want to go

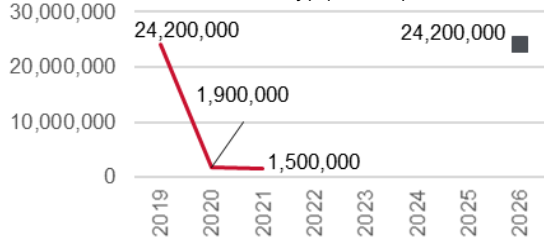
For Council Approval

— Actuals ■ Expected Future Performance

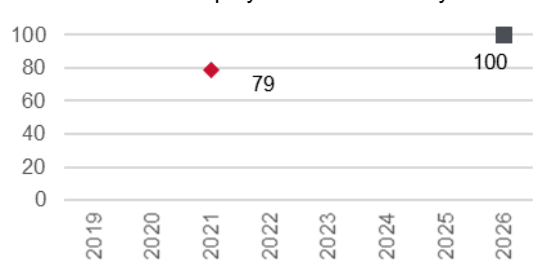
PM1: Number of Direct Jobs created/retained/expanded (Collected by Calgary Economic Development)



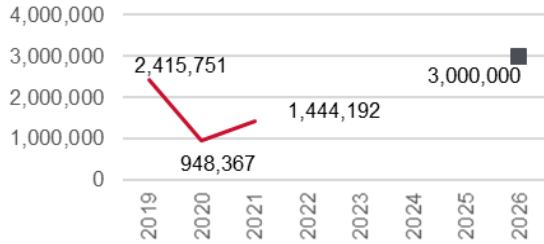
PM2: Economic impact of TELUS Convention Centre delegates (Provided by the Calgary Convention Centre Authority) (dollars)



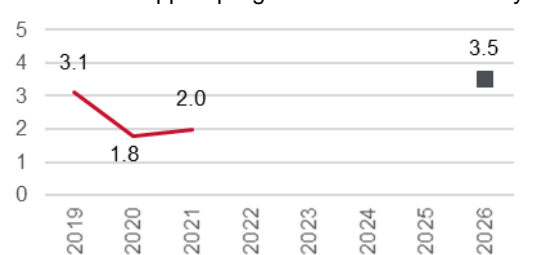
PM3: Number of innovation driven startups that transition to five employees or more in a year



PM4: Cultural Attraction Attendance



PM5: Leverage ratio of funds contributed by Partners to support program and service delivery



Story behind the curve

Job growth is a key sign of economic prosperity and is measured by Calgary Economic Development (CED), a City Civic Partner that leads implementation of Calgary's economic strategy. Performance on this metric since 2021 has been impacted by COVID-19 and has limited the ability to embark on trade missions, travel to business clients, and showcase Calgary to the audiences at key activations. To achieve the 2026 expected future value CED will focus on the key motivators that help attract people to a city, including downtown vibrancy, a creative economy, and a thriving innovation ecosystem.

With close to 50 years of creating experiences that empower communities to connect, share, celebrate and grow, the focus is to welcome back meetings and conventions that contribute to Calgary's economy. While the pandemic saw a loss in the number of events and delegates, through opening the Centre as a vaccination site and drop-in centre, the CTCC became a collective community committed to enabling Calgary to be a global destination for meetings and conventions. The CTCC continues to sell into the future beyond 2026 with a targeted revenue to pre-pandemic levels.

Cities that focus on innovation as an economic driver see faster growth and attract global talent. A healthy modern economy will see steady increases in new startups and a robust supply of human and financial capital, as measured by the number of growing startups that navigate the earliest stages and begin to add jobs at scale. Over the next ten years, Calgary's innovation sector should add 600 growing startups (5+ employees) to the current supply of 468. The current growth rate is accelerating, and is a promising indicator, but peer comparison suggests much higher performance is possible.

The City's Cultural Attractions are unique destinations offering educational programs and opportunities for Calgarians and visitors to learn about history, science, aviation and conservation. Starting in 2020, attendance was significantly impacted by COVID-19 restrictions. Data is collected annually as part of the Civic Partner Annual Report. The Cultural Attraction Attendance measure tracks data from six Civic Partners managing and operating City-owned assets: The Calgary Zoo, Fort Calgary, Heritage Park, TELUS Spark, the Hangar Flight Museum, and Arts Commons.

Partnering to deliver economic development services is mutually beneficial for The City and our Civic Partners, as captured in the Leverage of City Funding measure. Partners are able to leverage The City's operating and capital funding through other sources including earned revenues, grants, sponsorship and donations. The leverage measure demonstrates how much all Civic Partners bring to the table to deliver these services. Data is available annually and is based on Civic Partner audited financial statements.

What we plan to do

Result for 2023-2026

We will focus on supporting the capacity of Civic Partners and Business Improvement Areas to deliver a broad range of economic development and tourism strategies, programs, and services that strengthens the economic resilience of individual Calgarians and the local economy including businesses.

How we are going to get there

Support the promotion and sustainability of the local economy and placemaking by supporting the governance and operation of Calgary's Business Improvement Areas.

Provide access to vibrant and high-quality cultural attractions for Calgarians and visitors by strategically investing in the lifecycle maintenance of City-owned assets managed and operated by Civic Partners including the Calgary Zoo, Fort Calgary, Heritage Park, TELUS Spark, Arts Commons and the Hangar Flight Museum.

Support the delivery of economic development and tourism services, including implementation of *Calgary in the New Economy: An economic strategy for Calgary*, by collaborating, investing in, and supporting the governance and operations of Civic Partners.

Provide access to arts and cultural opportunities for Calgarians and visitors that support a vibrant downtown by investing and supporting the Arts Commons Transformation Project.

Support the promotion of Calgary as a destination for business travel, and large-scale meetings and conventions by investing and supporting the BMO Expansion Project.

Provide access to high quality museum experiences for Calgarians and visitors through investing and supporting the Glenbow Renovation Project.

Attract unique and diverse sport, recreation and cultural events by supporting Tourism Calgary to manage the Calgary Sports and Major Event Committee and Special Events Fund

Grow the number of startups and entrepreneurs in Calgary and enhance the innovation ecosystem by investing in targeted programs and services delivered by Civic Partners including Platform Calgary and Calgary Economic Development.

Capital budget needed to deliver service

For Council Approval

Activity	Investment Name	2023 Request (\$000s)	2024 Request (\$000s)	2025 Request (\$000s)	2026 Request (\$000s)	2027+ Request (\$000s)	Total Request (\$000s)
Annual Investment Program(s)							
414100	Civic Partners Infrastructure Grant	10,808	11,244	11,260	11,559	-	44,871
480352	CTCC-Lifecycle & MMR	3,228	5,337	8,220	8,846	-	25,631
Program(s)							
414000	Major Partners Capital Program	9,345	10,268	3,424	8,417	2,148	33,602
Projects(s)							
		-	-	-	-	-	-
Sub-Total (New Budget Requests)		23,381	26,849	22,904	28,822	2,148	104,104
Previously Approved Budget Remaining		156,638	184,500	-	-	-	341,138
Total Capital Investment		180,019	211,349	22,904	28,822	2,148	445,242

Explanation of capital budget requests

Annual Investment Program(s)

Activity 414100: Civic Partners Infrastructure Grant

Lifecycle maintenance and repairs for City-owned, Civic Partner managed and operated facilities. Civic Partners are vital to Calgary. This funding ensures previous Council commitments to Civic Partners is maintained.

Funding From: Municipal Sustainability Initiative (\$44,871 thousand)

Contributing Services: None

Operating Impact: None

Activity 480352: CTCC-Lifecycle & MMR

Lifecycle maintenance for the Calgary TELUS Convention Centre, including its Major Maintenance and Replacement reserve. The Calgary TELUS Convention Centre holds events for thousands of visitors each year, bringing investment and promoting Calgary as a destination.

Funding From: Municipal Sustainability Initiative (\$25,631 thousand)

Contributing Services: None

Operating Impact: None

Program(s)

Activity 414000: Major Partners Capital Program

To support Civic Partners with significant capital infrastructure projects. Ensures Civic Partners provide accessible, equitable, high-quality services for all Calgarians and that Calgary remains and destination for visitors.

Funding From: Municipal Sustainability Initiative (\$23,602 thousand) Capital Reserves (\$10,000 thousand)

Contributing Services: None

Operating Impact: None