

## Progress Update

As of December 31, 2016

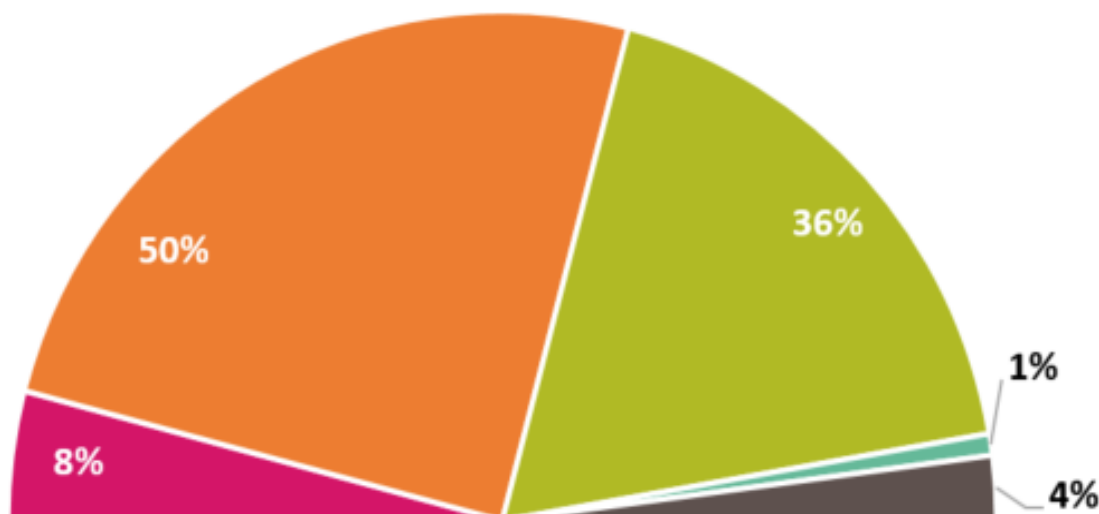
(Opportunity Calgary reported as April 1 2016 – March 31 2017)

PFC2017-0472  
ATTACHMENT 1

### Executive Summary

With a second year of economic recession, Calgary experienced challenges in making positive progress on the Core Indicators of *Building on our Energy*, The Economic Strategy for Calgary. Efforts in implementing continue and have been enhanced in several areas with 87 per cent of tactics complete or underway. Tactics continue to adapt to changes in the economy and with lessons learned. Tourism Calgary developed the Destination Strategy and with Calgary Arts Development and other stakeholders hosted the Juno's during the Year of Music. Private sector stakeholders gathered stakeholders to adopt the 'Rainforest' approach in strengthening Calgary's innovation ecosystem.

Figure 1: Overall Progress December 31, 2016



To further enhance the implementation of the Economic Strategy, in 2016 February, Council approved \$7 million in Community Economic Resiliency Funds, to be spent over three years, \$6.675 million of which was allocated for the 'Opportunity Calgary Initiative'. The remaining \$325 thousand was allocated to the innovation ecosystem in 2017 February. With these funds Calgary Economic Development (CED) focused on accelerating the Economic Strategy in four key areas: accelerating sector diversification, telling Calgary's story, headquarter attraction and the talent hub initiative. As at March 31, 2017 CED has spent approximately \$2 million of the Opportunity Calgary funds. CED has leveraged the funds to generate additional funding of approximately \$3.2 million in funding from other orders of government for related activities.

With Opportunity Calgary funds received and activities commencing in April, 2016 was a foundation year for the activities to follow. Recruiting for additional staff completed in June and research studies in the areas of Renewable Energy, Agribusiness, Transportation and Logistics and Talent Hub continued through to September. CED realized 37 companies attracted or retained creating or retaining over 1500 jobs in 2016. In 2017 Q1, 16 companies have been attracted or retained creating 450 jobs. As the Talent



Hub and Headquarter activities cross sectors of focus, future reporting will report metrics by sector. It should also be noted that it is not possible to delineate metrics by funder. All impacts will be reported to all funders.

The following is a summary of Economic Strategy activity for the 2016 calendar year with highlights from the Opportunity Calgary Initiative undertaken from 2016 April to 2017 March.

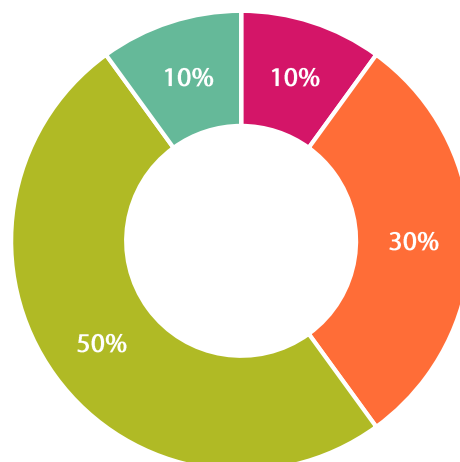
### Global Energy

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

2016 December - 90 per cent of Global Energy tactics completed or commenced (2015 December- 80 per cent)

Figure 2: Global Energy Progress

- Not yet Commenced
- Commenced - Ongoing
- Complete - Ongoing
- Complete - Nothing further
- Cancelled
- New Tactic



CED participated in the Clean Resource Innovation Network, a collaboration of private sector and post-secondary institutes, to put forward an application to the federal Innovation Supercluster program. The University of Calgary received a \$75 million grant over seven years to fund the Global Research Initiative in Sustainable Low Carbon Unconventional Resources with Innovate Calgary through the Energy Technology Accelerator. The goal of the research is to reduce the impact of energy extraction and energy use on the environment.

Results from CED's Annual Client Survey indicate that the most common service requested by agencies is for CED to encourage external investment in Calgary and promote Calgary to external markets. In 2016, CED conducted 11 outbound trade missions, 24 inbound trade missions and six webinars for overseas trade commissioners. The Stampede Investment Forum was expanded to include renewable energy, financial services, and agribusiness.

Opportunity Calgary funding was used to raise awareness to the opportunities in renewable energy and energy efficiencies. It is anticipated that Alberta will lead the nation in renewable energy investment



over the next few years, and the spotlight is on Calgary. CED conducted a Green Economy Study to understand the current status and opportunities for Calgary in the Green Economy including renewable energy and energy efficiency. CED attended GLOBE, North America's largest international environmental business summit, in Vancouver 2016 and GLOBE Capital in Toronto 2017. CED also traveled to Boston with the Mayor in 2016 where two roundtables were held with technology and renewable energy stakeholders. In 2016 Calgary hosted the Canadian Wind Energy Association (CANWEA) national conference, Propel Energy Technology Forum and Quest.

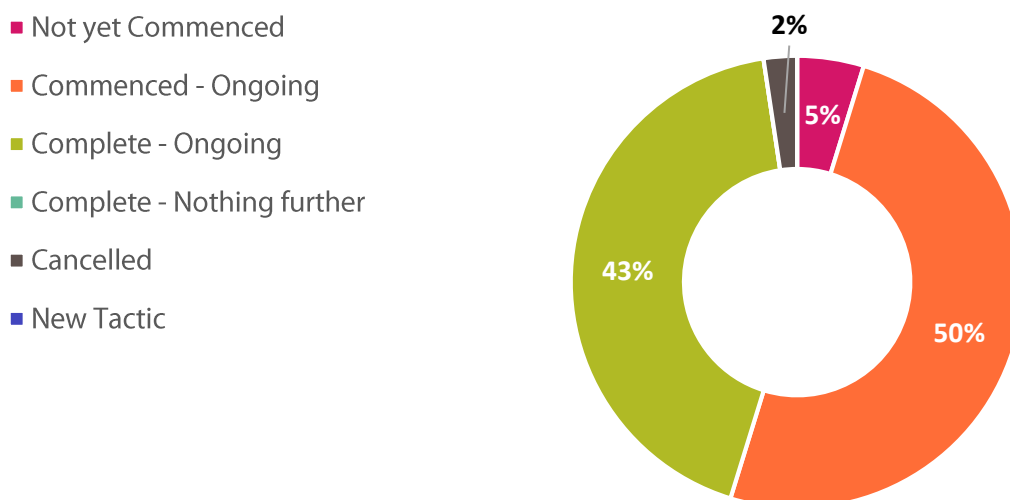
*Renewable Energy Impacts to 2017 March: 35 active prospects, 8 investments attracted generating 230 jobs. In addition, 10 new clients attracted to Calgary through the Global Business Centre and 5 energy companies attracted or expanded generating 15 jobs.*

### Entrepreneurial Energy

**Goal: The Calgary Region is a magnet for businesses fostering pathways to purposeful economic diversification and growth.**

2016 December - 93 per cent of Entrepreneurial Energy tactics completed or commenced. (Increase from 74 per cent in 2015 December)

Figure 3: Entrepreneurial Energy Progress



Diversification work continued in a number of sectors including financial services. CED initiated a campaign to be named as the national headquarters for the Canada Infrastructure Bank. With transportation and logistics as a leading sector in Calgary, the city welcomed Hainan Airlines with direct flights to Beijing increasing tourism and business development opportunities.

Tourism Calgary continued its efforts to develop Calgary's tourism industry releasing Calgary's Destination Strategy: Ultimate Hosts, Ultimate Host City in Q1 2017. This strategy aims to increase visitation by identifying product gaps and investment potential, and building on Calgary's role as a destination and basecamp to regional activities. In 2017 Calgary will build on Canada's 150<sup>th</sup>



anniversary, hosting Rendez-Vous (Canada's largest tourism focused conference) and beginning the implementation of Calgary's Destination Strategy.

Calgary Economic Development partnered with Local Intel to launch [www.calgary.ecdev.org](http://www.calgary.ecdev.org) a small business microsite providing additional resources to small businesses as well as potential investors.

Opportunity Calgary funds were applied to accelerating efforts in Transportation and Logistics, Creative Industries and Agribusiness.

A Transportation and Supply Chain Competitiveness Study identified our primary geographic focus; emerging opportunities in e-commerce and unmanned aerial vehicles; and inbound opportunities to build the supply chain. Thirty companies were identified as targets for lead generation and five business development and lead generation trips were executed in 2016 and the first quarter of 2017 that included 20 one on one business development meetings: North American Supply Chain Summit (Chicago), JoC Inland Distribution Conference (Memphis), Company meetings (Seattle & China), Surface Transportation Summit (Toronto), and an Investment Roundtable (Portland).

*Transportation and Logistics Impacts to 2017 March: 3 investments attracted generating over 625 jobs.*

The Film Centre officially opened in 2016 May. Funds were allocated to marketing Calgary as a premier location for film, television and digital media production and promoting the Calgary Film Centre. CED conducted eight business development trips in Canada, United States and Europe and met with 30 studio executives and producers. In addition, 22 scouting trips were hosted in the Calgary region. Finally, CED, with the Office of the Mayor, met with key provincial government department including Culture and Tourism, Economic Development and Trade and Finance to advocate for increases to the Film Tax Credit to support attracting major film projects to Alberta.

*Creative Industries Impacts to 2017 March: 12 projects attracted or retained, \$165.5 million in economic activity creating or retaining 725 jobs.*

In 2016 CED recruited an agribusiness Business Development Manager and established an Agribusiness Advisory Committee. An Agribusiness Value Chain and Sector Strategy was completed to understand Calgary's opportunities and identify target companies for investment attraction. CED attended SIAL Paris to gain a better understanding of global agribusiness trends and participated in the Agritech Investment Forum in Silicon Valley and the Conference Board of Canada Annual Food Summit in Toronto. As a result, the 6<sup>th</sup> Annual Food Summit will be hosted in Calgary in December, 2017. An estimated 25 one on one business development meetings were held during out of market trips.

*Agribusiness Impacts to 2017 March: 18 active prospects, 3 investment attraction generating 195 jobs.*

### **Innovative Energy**

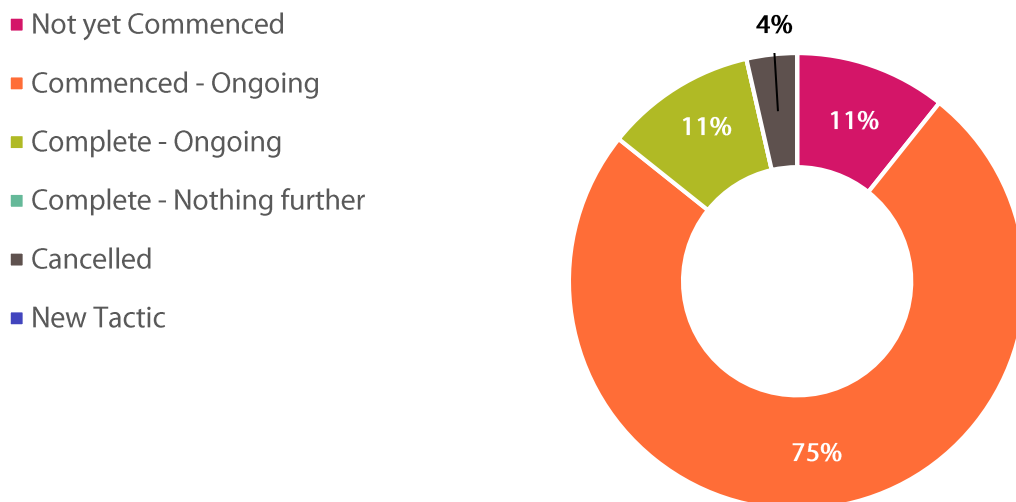
**Goal: Calgary fosters a culture of innovation where problems are solved through a systems approach harnessing the power of technology.**

2016 December - 86 per cent of Innovative Energy tactics completed or commenced. (Increase from 68 per cent 2015 December)





Figure 4: Innovative Energy Progress



In 2016, Calgary's innovation ecosystem continued to experience a rise in demand for startup support services. While satisfaction levels for tools and services remains high with Innovate Calgary reporting 92 per cent client satisfaction with its Innovator's Toolkit program. However, it is recognized there is a need to increase the level of collaboration and communication among service providers. In order to address these challenges and strengthen the ecosystem, stakeholders in Calgary adopted a "Rainforest" approach to ecosystem development and building a culture of innovation. There are now over 200 signatories to the Rainforest Social Contract.

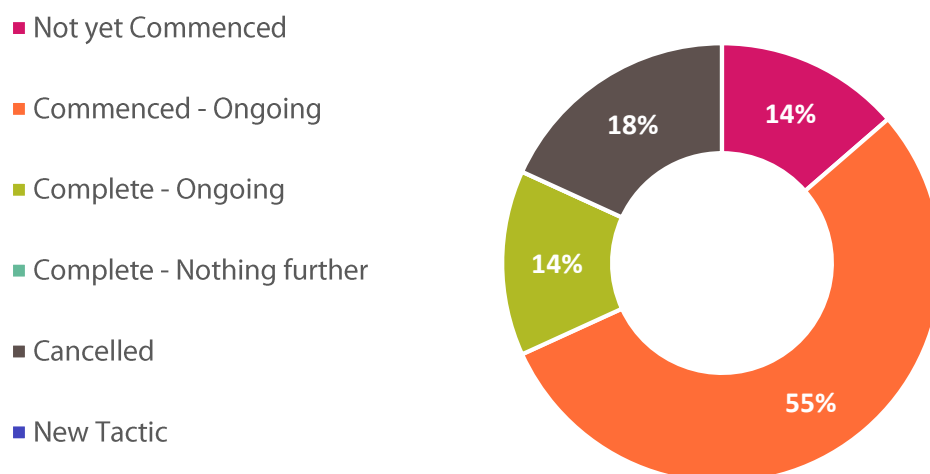
In 2017 March, The City of Calgary released \$325 thousand in Opportunity Calgary funds to support the integration of Startup Calgary with CED to enhance support to early stage startups. In addition, a coalition of stakeholders including Innovate Calgary, A100, Calgary Economic Development and Startup Calgary secured a \$1.5 million grant to enhance intake service and support as well as business development and mentoring supports to early stage startups.



### People Energy

2016 December - 69 per cent of People Energy Tactics completed or commenced. (Increase from 41 per cent in 2015 December). Note cancellation of tactics reflects changes in the implementation plan of Enough for All.

Figure 5: People Energy Progress



Vibrant Communities Calgary continued to steward implementation of the Enough for All Strategy with over 700 Calgarians participating in five poverty awareness events. 4665 tax returns were filed by low income Calgarians, realizing \$3.4 million in refunds. CED supported 11 Re-engage speakers series events that helped 2500 Calgarians better understand the challenges and opportunities in today's economy. Calgary supported the settlement of 3000 Syrian refugees.

With Opportunity Calgary funding, CED implemented the Talent Hub initiative - targeting organizations that could employ Calgarians for remote work or establish satellite offices in Calgary. A Talent Supply and Demand Study confirmed Calgary's available talent and identified 75 target companies that exhibited demand matching Calgary's supply and were experiencing a shortage of office space in their home market. Other filters applied to company selection included firms with multiple locations or experience with a remote workforce. Target regions include the United States West Coast (San Francisco – Portland – Seattle), Colorado and Texas, Chicago and Toronto – United States East Coast (Boston – New York – Washington). Missions to date have focused on the West and East Coast with 6 missions resulting in 40 individual meetings: Tech Roundtable (Vancouver), Industry meetings (Vancouver and Toronto), Midstream Mexico Trade Mission (Mexico City), and Business development meetings (San Francisco)

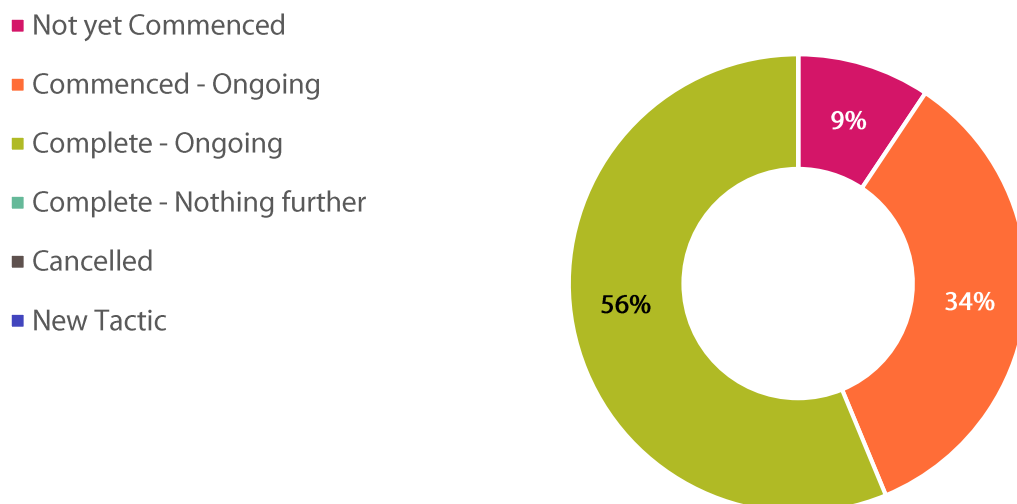
*Impacts to 2017 March: 20 prospects, 6 attractions, 65 jobs generated.*



### Community Energy

2016 December - 90 per cent of community energy tactics completed or commenced. (Increase from 84 per cent in 2015 December)

Figure 6: Community Energy Progress



While the number of housing starts continues to decline, the supply of affordable housing increased including an increase in the number of registered secondary suites. The City of Calgary approved the Affordable Housing Strategy with the goal of improving access to housing. While the city is experiencing a decline in transit usage, other forms of transportation increased with the improved downtown cycle track and launch of The Step Forward, a pedestrian strategy for Calgary.

Arts and culture continues to be an important component of both building community and contributing to economic diversification. Council approved a Cultural Plan for Calgary leading CED to successfully secure funding for a Digital Media Strategy to be conducted in 2017. The Calgary Arts Development Authority provided grants to support 172 agencies and 49 individual artists in 2016 to enhance diversity and access to the arts in Calgary. Over 90 per cent of Calgarians reported engaging in the arts through media, attendance or creation based participation.

Opportunity Calgary funding was utilized to implement a Downtown Vacancy/Headquarter Strategy. Downtown office vacancy rates in Calgary now exceed 25 per cent with over 10 million ft<sup>2</sup> of vacant space. It is estimated an additional three million ft<sup>2</sup> will enter the market in the next 12 months. CED leveraged Opportunity Calgary funding to secure an addition \$2 million from the provincial government and \$1 million from the federal government. These funds were used to purchase a real estate monitor tool, fDi Markets investment monitor and lead generator, and an American based site selector firm with a web to leads tool (monitoring visits to [calgaryeconomicdevelopment.com](http://calgaryeconomicdevelopment.com)); organize media familiarization tours in the Calgary market; contact and qualify leads; and organize site selection workshops in key markets. A total of 5 investment attraction missions were conducted to attract headquarters to Calgary including Alberta's largest mission to China with Deron Bilous Minister for Economic Development and Trade. This mission included over 70 Alberta companies to raise build



partnerships and raise awareness of the opportunities in Alberta. In 2017, CED hosted a Downtown Economic Summit and undertook research study to further understand opportunities in Calgary's downtown. A report will be brought to Council in Q2 2017 with recommendations for a downtown strategy.

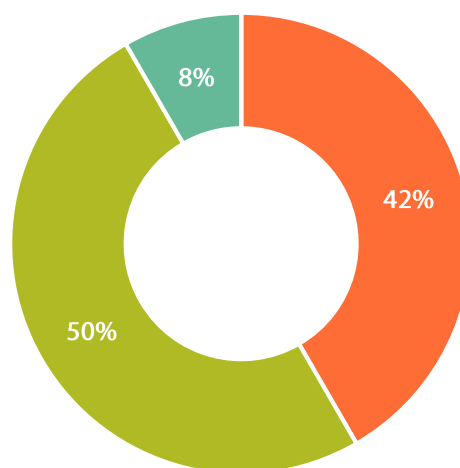
*Impacts to 2017 March: 50 prospects, 5 expansions/attractions.*

### Collaborative Energy

2016 December - 100 per cent of tactics completed or commenced. (Increase from 83 per cent in 2015 December)

Figure 7: Collaborative Energy Progress

- Not yet Commenced
- Commenced - Ongoing
- Complete - Ongoing
- Complete - Nothing further
- Cancelled
- New Tactic



Opportunity Calgary funds were applied to enhancing *Be Part of the Energy*. In 2016, \$1 million was invested in a campaign to showcase Calgary's game-changing advances in technology and portray Calgary as an innovative city. Telling Calgary's story generated 200 media interviews, 133 speaking engagements and 60 meetings with government officials. Overall website traffic increased 30 per cent over 2015 and we engaged with more people than ever on social media. The messages were inspiring – that Calgary is a place where entrepreneurs, creators and innovators succeed.

In addition, CED and Tourism Calgary teamed up to launch #LoveYYC. In stewarding the Economic Strategy for Calgary, CED hosted a gathering of the Leadership and Implementation Team and Economic Summits in 2016 and 2017.

*2016 Impact: 75 per cent of Canadians surveyed have a favourable impression of Calgary while 82 per cent of Calgarians agree that Calgary is a great place to make a life.*

With Calgary being named as one of the Rockefeller Foundation's Resilient Cities, CED will work closely with the city to incorporate and align the economy resiliency plans with the Economic Strategy. At the same time, CED will seek to refresh the Economic Strategy commencing in 2018 with a revised Strategy released in 2019. It is considered best practice to refresh the Economic Strategy each 5 years.



## Supplementary Indicator Update

The following section provides a detailed update to the activities undertaken in 2016 for each action in the Economic Strategy following the Results Based Accountability (RBA) approach.

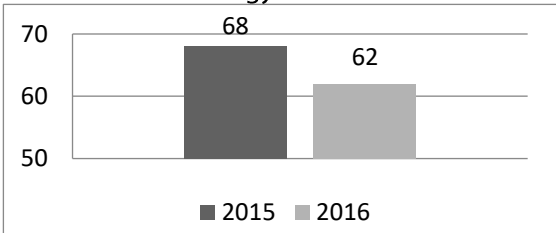
### INDEX:

Global Energy- Page 9  
 Entrepreneurial Energy- Page 13  
 Innovative Energy- Page 23  
 People Energy- Page 30  
 Community Energy- Page 33  
 Collaborative Energy- Page 39

### Global Energy

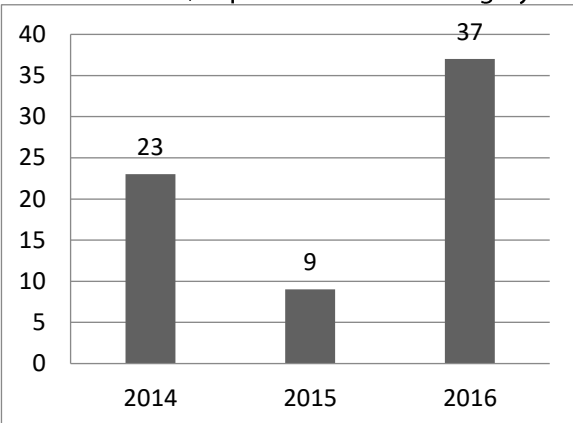
G1.1 Promote the social, environmental and innovative advancements in the energy industry.	
Lead: Calgary Economic Development	
How much did we do? (Activities)	How well did we do it? (Outcomes)
<ul style="list-style-type: none"> <li>Participated in 8 inbound and outbound missions</li> <li>Held 2 sector related events</li> <li>Generated 6 sector related media stories</li> <li>Recruited 15 participants to Energy Advisory Committee</li> </ul>	<ul style="list-style-type: none"> <li>15 active attraction prospects</li> <li>Supported 4 new investments generating 28 jobs</li> <li>Employment Calgary CMA 2014 = 68,500; 2015 = 67,300; 2016 = 64,900</li> </ul>
<b>Story behind the baseline</b> In 2016, the Government of Alberta announced the Petrochemical Diversification Program (PDP) and CED partnered with Alberta's Industrial Heartland to leverage this program's opportunities. Stakeholders also suggested greater value to be gained from Alberta's natural gas production. The tactics associated with this action have been adapted to reflect these new opportunities in the energy industry.	
<b>Activity highlights:</b> <ul style="list-style-type: none"> <li>Expanded the Stampede Investment Forum to 65 participants, 39 companies and 10 countries.</li> <li>Adapted tactics to reflect provincial Petrochemical Diversification Program.</li> <li>Participation with Clean Resource Innovation Network supercluster.</li> <li>Signed MOUs with the Canadian Global Exploration Forum and the Carbon XPrize.</li> <li>UCalgary secured a \$75 million grant for Sustainable Low Carbon Unconventional Resources.</li> </ul>	
<b>Action plan:</b> <ul style="list-style-type: none"> <li>Conduct a clean technology opportunity and strategy study.</li> <li>Leverage global partnerships to develop investment attraction targets.</li> <li>Work with Alberta's Industrial Heartland to support market entry under the PDP.</li> </ul>	



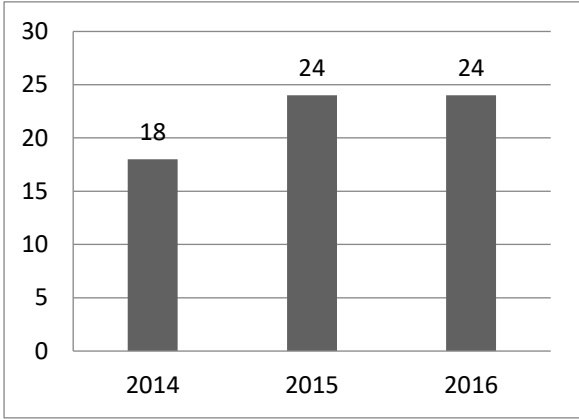
G1.2 Position Calgary as Canada's leader in the development and deployment of renewable energy and energy efficient technologies. (NEW)							
Lead: Calgary Economic Development							
<b>How much did we do?</b>	<b>How well did we do it?</b>						
<ul style="list-style-type: none"> <li>Advanced 20 prospects through the sales cycle.</li> <li>Participated in 8 inbound and outbound trade missions.</li> <li>Generated 18 sector related media stories.</li> </ul>	<ul style="list-style-type: none"> <li>20 active attraction prospects.</li> <li>Supported 3 new investments generating 10 jobs.</li> <li>Renewable energy employment 2014 = 7,100; 2015 = 11,200; 2016 = 11,800</li> <li>Renewable Energy business counts</li> </ul>  <table border="1"> <caption>Renewable Energy business counts</caption> <thead> <tr> <th>Year</th> <th>Count</th> </tr> </thead> <tbody> <tr> <td>2015</td> <td>68</td> </tr> <tr> <td>2016</td> <td>62</td> </tr> </tbody> </table>	Year	Count	2015	68	2016	62
Year	Count						
2015	68						
2016	62						
<b>Story behind the baseline</b> <p>The announcement of Alberta's Climate Leadership Plan has created new opportunities in the area of renewable energy and energy efficiency. CED will work with stakeholders to leverage the provincial and federal initiatives in this area to position Calgary as Canada's leader in the development and deployment of renewable energy and energy efficient technologies. Opportunity Calgary funding was invested in 2016 to accelerate trade and investment attraction in renewable energy and the green economy.</p>							
<b>Activity highlights:</b> <ul style="list-style-type: none"> <li>Renewable Energy and Green Economy sector study and strategy conducted to clarify strengths and opportunities in investment attraction efforts.</li> <li>Stampede Investment Forum expanded to include renewable energy.</li> <li>Leads generated from Alberta's Renewable Electricity Program.</li> <li>Hosted Canadian Wind Energy Conference in Calgary.</li> </ul>							
<b>Action plan:</b> <ul style="list-style-type: none"> <li>Capitalize on the provincial policy framework to attract renewable energy companies.</li> <li>Capitalize on Energy Efficiency Alberta office location in Calgary to support investment in energy efficiency.</li> <li>Continue to participate in trade missions to generate investment leads.</li> </ul>							





G2.1: Collaborate to enhance the effectiveness of international investment and trade missions.									
Lead: Calgary Economic Development									
<b>How much did we do?</b>	<b>How well did we do it?</b>								
<ul style="list-style-type: none"> <li>6 training webinars held for overseas trade commissioners</li> <li>16 trade and investment leads from international trade offices</li> </ul>	<p>Companies and film projects supported to relocate, expand or invest in Calgary</p>  <table border="1"> <thead> <tr> <th>Year</th> <th>Count</th> </tr> </thead> <tbody> <tr> <td>2014</td> <td>23</td> </tr> <tr> <td>2015</td> <td>9</td> </tr> <tr> <td>2016</td> <td>37</td> </tr> </tbody> </table>	Year	Count	2014	23	2015	9	2016	37
Year	Count								
2014	23								
2015	9								
2016	37								
<b>Story behind the baseline</b> Calgary Economic Development continues to forge strong relationships with Government of Alberta in executing trade and investment missions. Partnering with the Government increases our on the ground knowledge, enhances our ability to disperse information about Calgary and provides higher quality leads from trade missions.									
<b>Activity highlights:</b> <ul style="list-style-type: none"> <li>Established partnerships with Chinese Incubation Centre and Canada ASEAN Business Council.</li> <li>Three outbound trade and investment missions to China.</li> <li>Utilized Opportunity Calgary funding to purchase subscription to fDi Markets Platform as a lead generation tool.</li> </ul>									
<b>Action plan:</b> Continue to strengthen relationships with Canada and Alberta trade offices, Alberta Economic Development and Trade and the Consider Canada City Alliance to increase quality of investment leads.									



G2.2: Collaborate with high growth energy-related industries to maximize investment and trade opportunities.									
Lead: Calgary Economic Development									
<b>How much did we do?</b>	<b>How well did we do it?</b>								
<ul style="list-style-type: none"> <li>Participated in 11 outbound trade missions</li> <li>Hosted 24 inbound trade missions (chart)</li> </ul>  <table border="1"> <thead> <tr> <th>Year</th> <th>Inbound Trade Missions</th> </tr> </thead> <tbody> <tr> <td>2014</td> <td>18</td> </tr> <tr> <td>2015</td> <td>24</td> </tr> <tr> <td>2016</td> <td>24</td> </tr> </tbody> </table>	Year	Inbound Trade Missions	2014	18	2015	24	2016	24	<ul style="list-style-type: none"> <li>Supported 9 new market entrants through the Global Business Centre</li> <li>Generated over 200 active investment prospects</li> </ul>
Year	Inbound Trade Missions								
2014	18								
2015	24								
2016	24								
<b>Story behind the baseline</b> In 2016, Calgary Economic Development was allocated an additional \$6.675 million from The City of Calgary to accelerate diversification. This funding has accelerated work to enhance trade and investment efforts in renewable energy, agribusiness, transportation and logistics and creative industries.									
<b>Activity highlights:</b> <ul style="list-style-type: none"> <li>Leveraged City of Calgary funding to secure \$2 million provincial and \$1 million federal funding over 2 years to enhance the Headquarter Attraction and Talent Hub initiatives.</li> </ul>									
<b>Action plan:</b> <ul style="list-style-type: none"> <li>Expanded the Stampede Investment Forum to include renewable energy, financial services and agribusiness.</li> </ul>									

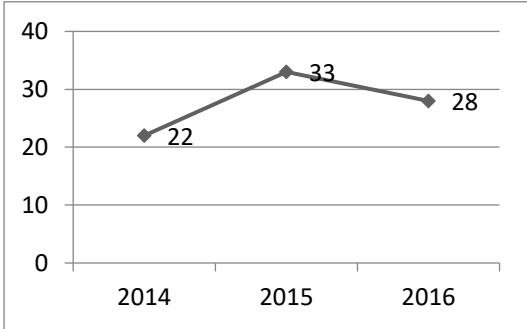
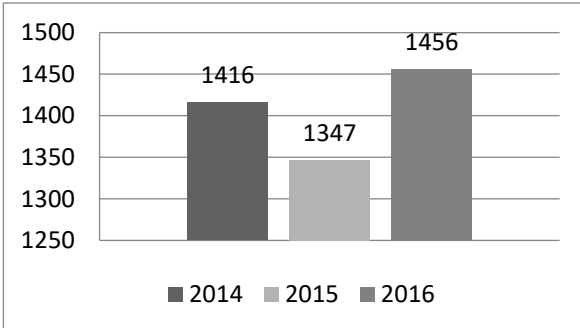


### Entrepreneurial Energy

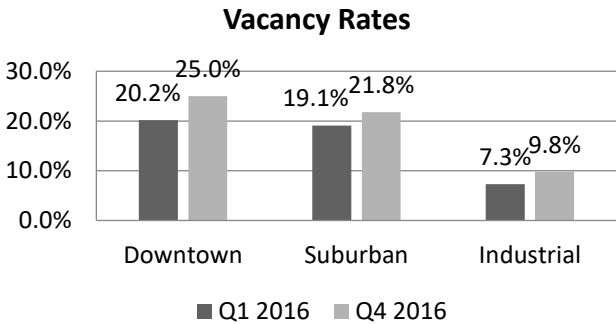
Goal: The Calgary Region is a magnet for businesses fostering pathways to purposeful economic diversification and growth.

E1.1: Make Calgary more competitive and maximize growth opportunities by increasing local intelligence outreach.	
Lead: Calgary Economic Development	
<b>How much did we do?</b>	<b>How well did we do it?</b>
<ul style="list-style-type: none"> <li>Approximately 300 outreach visits with local companies were conducted.</li> <li>Hosted 5 Business to Government roundtables including the Economic Summit</li> </ul>	<ul style="list-style-type: none"> <li>46% of Business Confidence survey respondents have negative perceptions of the economy (43% of those connected Calgary Economic Development and Calgary Chamber)</li> <li>25% Business Confidence respondents say their business performed well in the last year (25% of those connected Calgary Economic Development and Calgary Chamber)</li> </ul>
<b>Story behind the baseline</b> Calgary Economic Development, in collaboration with the Calgary Chamber, conducted our Business Confidence Survey in both the spring and the fall of 2016. Results show that perceptions of the economy are declining. However, while 42% believe the economy will get worse only 27% believe their own business will perform worse in the next year. Over 80% of survey respondents believe the economy is changing and becoming more diversified. Businesses seek support to reduce permit approval times, infrastructure to support innovation and advocacy support promoting Calgary in external markets.	
<b>Activity highlights:</b> <ul style="list-style-type: none"> <li>In 2016, Calgary Economic Development moved to a new CRM software resulting in outreach surveys being modified and improvement tracking companies in the sales pipeline.</li> </ul>	
<b>Action plan:</b> <ul style="list-style-type: none"> <li>Shift outreach surveys to service client after care needs. Target to follow clients for 4 years after initial contact.</li> <li>Conduct Business Confidence survey in spring and fall 2017 and create Business Confidence Index.</li> </ul>	

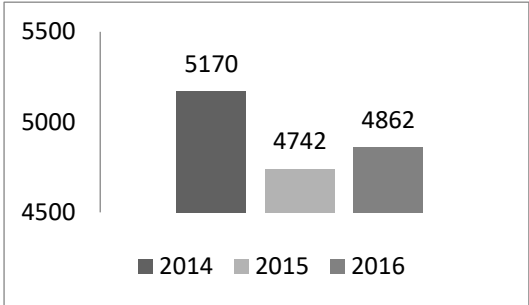


E1.2: Build financial services capacity to grow and attract financial institutions (banks, fund management, investment firms, and private equity).																	
Lead: Calgary Economic Development																	
<b>How much did we do?</b>																	
<ul style="list-style-type: none"> <li>• 20 active prospects identified</li> <li>• Assisted 5 companies at various stages of business development with access to capital</li> <li>• Organized 1 sector event</li> </ul>																	
<b>How well did we do it?</b>																	
<p>Calgary's Global Financial Centre Index ranking</p>  <table border="1"> <caption>Calgary's Global Financial Centre Index ranking</caption> <thead> <tr> <th>Year</th> <th>Ranking</th> </tr> </thead> <tbody> <tr> <td>2014</td> <td>22</td> </tr> <tr> <td>2015</td> <td>33</td> </tr> <tr> <td>2016</td> <td>28</td> </tr> </tbody> </table>	Year	Ranking	2014	22	2015	33	2016	28	<ul style="list-style-type: none"> <li>• Supported 3 new investments generating 8 jobs</li> <li>• Employment Calgary CMA 2014 = 19,000; 2015 = 21,200; 2016 = 21,600</li> <li>• Business counts in the Calgary CMA</li> </ul>  <table border="1"> <caption>Business counts in the Calgary CMA</caption> <thead> <tr> <th>Year</th> <th>Count</th> </tr> </thead> <tbody> <tr> <td>2014</td> <td>1416</td> </tr> <tr> <td>2015</td> <td>1347</td> </tr> <tr> <td>2016</td> <td>1456</td> </tr> </tbody> </table>	Year	Count	2014	1416	2015	1347	2016	1456
Year	Ranking																
2014	22																
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Year	Count																
2014	1416																
2015	1347																
2016	1456																
<p><b>Story behind the baseline</b></p> <p>Since the economic slowdown, perceptions of Calgary as a place to invest have diminished. Calgary Economic Development is marketing the financial bench strength of the city. There is considerable available talent in financial services as the sector has experienced layoffs.</p>																	
<p><b>Activity highlights:</b></p> <ul style="list-style-type: none"> <li>• Completed 'Stronger Together: The Strengths of Canada's Four Global Financial Centres with Advantage BC, Toronto Financial Services Alliance and Finance Montreal.</li> <li>• Financial Services Advisory Committee re-established.</li> <li>• Launched a public campaign to secure the headquarters of the Canada Infrastructure Bank.</li> <li>• Worked with stakeholders to explore opportunities in green finance.</li> </ul>																	
<p><b>Action plan:</b></p> <ul style="list-style-type: none"> <li>• Create a green financing strategy.</li> <li>• Map Venture Capital and Private Equity firms in target markets and target firms that service agribusiness, clean technology and renewable energy companies.</li> <li>• Continue to participate in inbound and outbound missions to generate investment leads.</li> <li>• Target potential back office functions from Canada's largest banks to relocate to Calgary.</li> </ul>																	



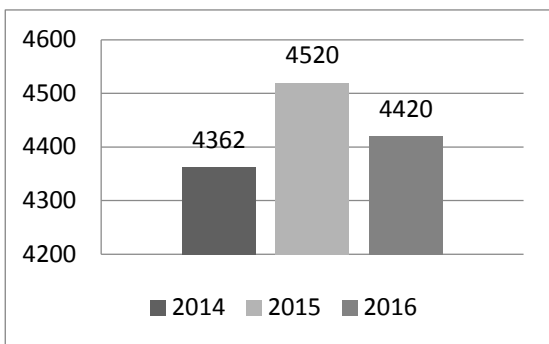
E1.3: Maintain a sufficient, available supply of future industrial and employment land for development within Calgary and the region.													
Lead: Calgary Regional Partnership and The City of Calgary													
How much did we do?	How well did we do it?												
<ul style="list-style-type: none"><li>4 site selector relationships developed</li><li>Over 50 active real estate clients</li><li>3 new developments announced</li></ul>	<div><p><b>Vacancy Rates</b></p><table><thead><tr><th>Area</th><th>Q1 2016</th><th>Q4 2016</th></tr></thead><tbody><tr><td>Downtown</td><td>20.2%</td><td>25.0%</td></tr><tr><td>Suburban</td><td>19.1%</td><td>21.8%</td></tr><tr><td>Industrial</td><td>7.3%</td><td>9.8%</td></tr></tbody></table></div>	Area	Q1 2016	Q4 2016	Downtown	20.2%	25.0%	Suburban	19.1%	21.8%	Industrial	7.3%	9.8%
Area	Q1 2016	Q4 2016											
Downtown	20.2%	25.0%											
Suburban	19.1%	21.8%											
Industrial	7.3%	9.8%											
<b>Story behind the baseline</b> <p>In 2016, this action focused on ensuring sufficient industrial and commercial land through the region to support a rapidly growing economy. With the economic downturn of 2015 and 2016 the focus has shifted to attracting headquarters and branch offices to occupy vacant commercial space.</p>													
<b>Activity highlights:</b> <ul style="list-style-type: none"><li>Opportunity Calgary funds received from The City of Calgary were leveraged to secure an additional \$3 million from other orders of government for headquarter attraction.</li><li>Business Development Manager for Real Estate recruited May 2016.</li><li>The City of Calgary continued to expand and improve the Open Data Catalogue allowing businesses to assess industrial land for demographic information, access to services, etc.</li><li>Purchased data sets providing detailed up to date information on available office and industrial space.</li><li>Calgary Economic Development’s Real Estate Advisory Committee created a priority list to facilitate investment in Calgary. Three of the 10 items are currently being addressed.</li></ul>													
<b>Action plan (for Opportunity Calgary initiative):</b> <ul style="list-style-type: none"><li>Continue to work with The City of Calgary to resolve regulatory issues.</li><li>Build the supply of land and office space into key investment attraction messaging.</li><li>Target investment attraction efforts on geographies that are experiencing space constraints.</li></ul>													



<b>E1.4: Solidify the region's position as western Canada's premiere distribution and logistics hub</b>									
<b>Lead:</b> Calgary Economic Development and Calgary Regional Partnership									
<b>How much did we do?</b>									
<ul style="list-style-type: none"> <li>Over 20 attraction or expansion leads</li> </ul>									
<b>How well did we do it?</b>									
<p><b>Business Counts Calgary CMA</b></p>  <table border="1"> <thead> <tr> <th>Year</th> <th>Business Counts</th> </tr> </thead> <tbody> <tr> <td>2014</td> <td>5170</td> </tr> <tr> <td>2015</td> <td>4742</td> </tr> <tr> <td>2016</td> <td>4862</td> </tr> </tbody> </table>	Year	Business Counts	2014	5170	2015	4742	2016	4862	<ul style="list-style-type: none"> <li>2 investments attracted creating an estimated 631 jobs</li> <li>Employment Calgary CMA 2014 = 78,700; 2015 = 80,300; 2016 = 71,400</li> <li>57 daily international departures (up from 55 in 2015)</li> </ul>
Year	Business Counts								
2014	5170								
2015	4742								
2016	4862								
<b>Story behind the baseline</b> Calgary Economic Development received Opportunity Calgary funds to accelerate the trade and investment activities related to the Inland Port initiative. Collaboration already exists within the region and with academic and business groups in this area. Calgary Economic Development considers this sector a high priority.									
<b>Activity highlights:</b> <ul style="list-style-type: none"> <li>YYC welcomed direct flights to Beijing with Hainan Airlines.</li> <li>Completed Transportation and Supply Chain Competitiveness Study including lead generation and economic impact of investment attraction.</li> <li>Five business development and lead generation trips executed in 2016.</li> </ul>									
<b>Action plan:</b> <ul style="list-style-type: none"> <li>Follow through on key investment targets.</li> <li>Position Calgary as a centre for unmanned aerial vehicles and advanced technology in transportation and logistics.</li> <li>Conduct inbound North America site selector familiarization tour.</li> <li>Conduct 2 missions outside Canada/United States.</li> </ul>									





E1.5: Grow the creative industries and the digital economy								
Lead: Calgary Economic Development								
<b>How much did we do?</b>								
<ul style="list-style-type: none"><li>• 22 scouting and FAM tours (up from 18 in 2015)</li><li>• 7 sector events</li><li>• 250 individual meetings</li><li>• 30 meetings with studio executives and film producers</li></ul>								
<b>How well did we do it?</b>								
<ul style="list-style-type: none"><li>• 12 major projects attracted/retained creating an estimated 725 jobs</li><li>• Employment Calgary CMA 2014 = 50,400; 2015 = 45,800; 2016 = 46,600</li></ul> <p>Business Counts Calgary CMA</p>  <table><tr><th>Year</th><th>Business Counts</th></tr><tr><td>2014</td><td>4362</td></tr><tr><td>2015</td><td>4520</td></tr><tr><td>2016</td><td>4420</td></tr></table>	Year	Business Counts	2014	4362	2015	4520	2016	4420
Year	Business Counts							
2014	4362							
2015	4520							
2016	4420							
<b>Story behind the baseline</b>								
<p>Calgary Economic Development received Opportunity Calgary funding to accelerate the attraction of film projects to Alberta by promoting the new Calgary Film Centre and developing programming to increase the training available to the film and television industry.</p> <p>In the past 10 years Alberta has garnered 119 film and television award nominations with 32 wins (more than any other jurisdiction in Canada)</p>								
Activity highlights:								
<ul style="list-style-type: none"><li>• Opened the Calgary Film Centre (grand opening May 2016).</li><li>• 7 major and 5 medium projects attracted or retained.</li><li>• 4 Behind the Scene episodes (in conjunction with ShawTV).</li><li>• Local industry engagement held to develop industry training programming.</li><li>• Digital Media Strategy funding secured (to be conducted in 2017).</li></ul>								
Action plan:								
<ul style="list-style-type: none"><li>• Marketing the Calgary Film Centre and Calgary as a year round filming location.</li><li>• Continued work with post-secondary, union and guild to develop talent pipeline.</li><li>• Evolve creative industries to increase focus and opportunities in digital media and music.</li></ul>								



E1.6: Grow tourism through enhanced local attractions and better collaboration with world-class regional destinations.

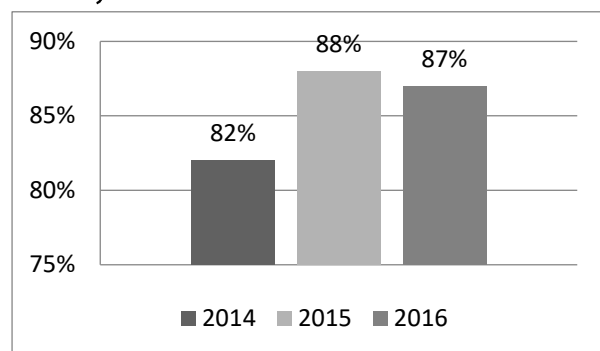
Lead: Tourism Calgary

### How much did we do?

- Total referrals to industry 2014 = 201,612; 2015 = 482,735 ; 2016 = 572,683
- Collaborative marketing revenue 2014 = \$344,165; 2015 = \$401,685; 2016 = \$866,241
- 70 sport, cultural and major events supported generating 43,239 hotel room nights

### How well did we do it?

Industry Partner Satisfaction with collaborative marketing initiatives



- Eight million visitors contributed \$1.6 billion to the economy (down from \$1.7 billion).
- YYC total passenger traffic 2014 = 15.26 million, 2015 = 15.48 million; 2016 = 15.57 million.

### Story behind the baseline

Through the economic downturn, Tourism has been seen as potential to diversify the economy. Visitors support jobs in restaurants, accommodations, retail outlets, transportation services, entertainment venues, etc. This increases quality of life and vibrancy of the city for citizens. Tourism Calgary continued to implement its 2016-18 strategy, which has a strong focus on generating incremental visitation and spend from regional, national and international travelers.

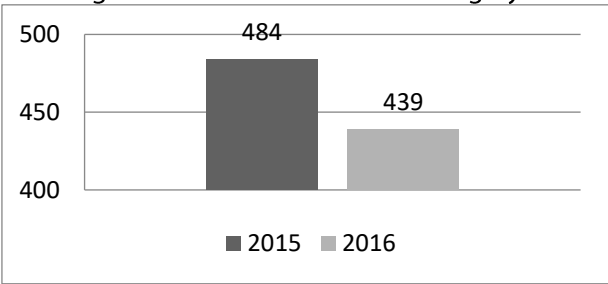
### Activity highlights:

- Hosting of the 2016 JUNO Awards and JUNO Week as part of The Year of Music.
- Calgary Economic Development and Tourism Calgary launched #LoveYYC, encouraging Calgarians to explore their city, spend locally and share all the reasons why they love Calgary.
- Deployed a 10-year Destination Strategy | Calgary: Ultimate hosts. Ultimate host city providing recommendations for enhancing infrastructure, experiences and events.

### Action plan:

- Advancing the new visitor and local engagement strategy from pilot phase to expansion.
- Emotionalize the Calgary brand; articulating what makes Calgary distinctive.
- Target primary international markets with direct air access to Calgary.
- Review organizational key performance indicators.

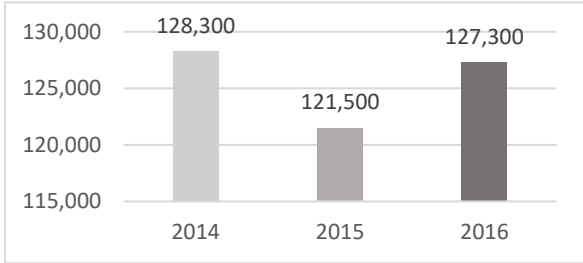


E1.7 Position Calgary as Western Canada's leading food production, research and agribusiness innovation centre (added in 2015 and updated in 2016)							
Lead: Calgary Economic Development							
<b>How much did we do?</b>	<b>How well did we do it?</b>						
<ul style="list-style-type: none"> <li>18 active prospects</li> <li>2 sector specific events</li> <li>Participated in 8 inbound missions</li> </ul>	<p>Agribusiness Business Count Calgary CMA</p>  <table border="1"> <thead> <tr> <th>Year</th> <th>Count</th> </tr> </thead> <tbody> <tr> <td>2015</td> <td>484</td> </tr> <tr> <td>2016</td> <td>439</td> </tr> </tbody> </table> <ul style="list-style-type: none"> <li>Employment Calgary CMA 2014 = 13,400; 2015 = 11,800; 2016 = 11,400</li> <li>1 investment attracted generating 10 jobs</li> </ul>	Year	Count	2015	484	2016	439
Year	Count						
2015	484						
2016	439						
<b>Story behind the baseline</b> Calgary Economic Development received Opportunity Calgary funding to accelerate agribusiness trade and investment activities. With the economic downturn, a lower Canadian dollar, and growing global middle class, there is tremendous opportunity to grow Calgary's agribusiness sector.							
<b>Activity highlights:</b> <ul style="list-style-type: none"> <li>Recruited an Agribusiness Business Development Manager (Q1 2016).</li> <li>Completed Agribusiness Value Chain Study and sector strategy.</li> <li>Completed Agribusiness trade flow study.</li> </ul>							
<b>Action plan:</b> <ul style="list-style-type: none"> <li>Leverage existing food processors to expand trade and attract investment.</li> <li>Establish an agribusiness zone.</li> <li>Position Calgary as an agribusiness innovation hub and submit Agritech Innovation Supercluster proposal.</li> </ul>							



<b>E2.1: Support continued improvement in development approvals and red-tape reduction initiatives</b>	
Lead: The City of Calgary	
<b>How much did we do?</b>	
<ul style="list-style-type: none"> <li>• Civic Innovation YYC hosted 5 external challenges in 2016</li> <li>• Merged 526 license categories</li> </ul>	
<b>How well did we do it?</b>	
<ul style="list-style-type: none"> <li>• 97% of Partners in Planning program participants rated the sessions as good or better.</li> <li>• 82% of development permit applications approved with 30 days of a concurrent land use approval.</li> <li>• Development permit decisions made for multi-family, industrial and institutional applications within 120 calendar days of submission 2015 = 56%; 2016 = 63% (Target 75%)</li> <li>• 86% of building permits for new commercial and multi-family projects received permission to commence construction within 21 days of application submission.</li> </ul>	
<b>Story behind the baseline</b> The City of Calgary's Red Tape initiative is now housed in the Analytics Calgary Initiative with ideas generated from Civic Innovation YYC. However, Planning and Development continues to strive to reduce development and building permit timelines.	
<b>Activity highlights:</b> <ul style="list-style-type: none"> <li>• Civic Innovation YYC launched the external platform and issued external challenges including the Storm Pond Sedimentation Challenge with the potential to reduce costs by \$500 million</li> <li>• 526 licenses were successfully merged clarifying and simplifying the business license application process.</li> <li>• City of Calgary Planning and Development introduced revised performance metrics and methodologies to align with Council Priorities.</li> </ul>	
<b>Action plan: (Planning and Development revised action plan introduced in 2016)</b> <ul style="list-style-type: none"> <li>• Improve performance to approve development permits requiring multi-disciplinary review.</li> <li>• Standardize and optimize internal business practices and policies.</li> <li>• Improve public access to Planning Development and Assessment stewarded information.</li> <li>• Continue to implement improvements to application processes.</li> <li>• Employ business intelligence tools and data analytics to monitor business risks and performance.</li> <li>• Establish service standards, metrics and targets to provide responsive and quality service.</li> <li>• Use customer metrics to drive service improvements, process efficiencies and value for money.</li> </ul>	



<b>E2.2: Improve the business support system to early stage businesses and entrepreneurs</b>									
<b>Lead:</b> Calgary Economic Development and Innovate Calgary									
<b>How much did we do?</b>									
With still no clear lead organization for this action, it is difficult to report on how much was done. Calgary Economic Development is working to collaborate with key agencies to understand number of clients served including Futurepreneur, AB Women Entrepreneurs, Business Link and Momentum.									
<b>How well did we do it?</b>									
<p><b>Self-employed Calgarians</b></p>  <table border="1"> <thead> <tr> <th>Year</th> <th>Self-employed Calgarians</th> </tr> </thead> <tbody> <tr> <td>2014</td> <td>128,300</td> </tr> <tr> <td>2015</td> <td>121,500</td> </tr> <tr> <td>2016</td> <td>127,300</td> </tr> </tbody> </table>	Year	Self-employed Calgarians	2014	128,300	2015	121,500	2016	127,300	<ul style="list-style-type: none"> <li>Calgary placed 4<sup>th</sup> overall in attractiveness to talent and business investment among 20 global metro regions (Greater Vancouver Scorecard 2016)</li> <li>3,795 business formations in 2016 compared to 2,670 five year average</li> </ul>
Year	Self-employed Calgarians								
2014	128,300								
2015	121,500								
2016	127,300								
<b>Story behind the baseline</b> With the economic downturn more individuals than ever are viewing entrepreneurship as a career option. Intake into entrepreneur support programs is up across agencies. More broadly, people view supporting entrepreneurs as a path to economic diversification and resiliency. Entrepreneurial support programming is uncoordinated in Calgary with individual agencies targeting specific groups (youth, women, aboriginal).									
<b>Activity highlights:</b> <ul style="list-style-type: none"> <li>ATB Financial opened the Entrepreneur Centre.</li> <li>Launched a business development support microsite <a href="http://www.calgary.ecdev.org">www.calgary.ecdev.org</a></li> <li>City of Calgary implemented Phase of alignment of Business Improvement Area (BIA) bylaws, current practices and provincial legislation.</li> <li>Created the BIA Community Development Action Grant to address community development issues (4 successful applications).</li> </ul>									
<b>Action plan:</b> <ul style="list-style-type: none"> <li>Continue to build collaboration across entrepreneurial support agencies</li> <li>Expand intake capacity serving startups and entrepreneurs</li> </ul>									



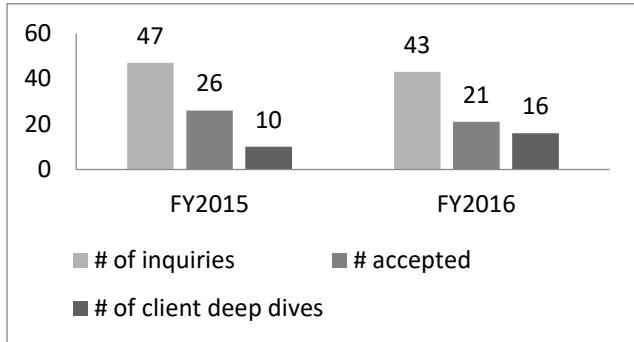

<b>E2.3: Develop pathways to entrepreneurship for future leaders and youth</b>	
Lead: Post-secondary Institutions	
<b>How much did we do? (2016 Enrollment statistics)</b>	
<b>University of Calgary Haskayne School</b> <ul style="list-style-type: none"> <li>64 students in entrepreneurial concentration (down from 71)</li> <li>1084 students in undergraduate and graduate entrepreneurial programming (no change)</li> </ul>	<b>Mount Royal University</b> <ul style="list-style-type: none"> <li>1151 students enrolled in at least one entrepreneurship course (45% enrollment non-business students)</li> <li>9 separate courses in entrepreneurship offered campus-wide</li> <li>350 students engaged in pitch competitions</li> </ul>
<b>How well did we do it?</b>	
<ul style="list-style-type: none"> <li>University of Calgary Student Summer Incubator enrollment at Haskayne's Hunter Centre (participation from 7 faculties) 2014 = 9; 2015 = 47; 2016 = 35.</li> <li>10 Mount Royal University students won 1st place in the Entrepreneur's Organization Calgary Entrepreneurship Student Award (shared \$73,000 in cash and \$15,000 in in-kind services and), and won 2nd and 3rd places at the National HKCBA iPic Competition and Canadian Business Model Competition.</li> <li>5 Bow Valley College finalists in the 3rd annual VentureQuest. 3 winners started their business and 2 are still in operation.</li> </ul>	
<b>Story behind the baseline</b>	
<p>Increasingly entrepreneurship is seen as a career option. In many cases students enrolled in entrepreneurial courses are not from the business faculty. Virtually all of Calgary's post-secondary institutions support entrepreneurial development and have arranged 'pitch' events to assist students in securing funding for their business ideas.</p>	
<b>Activity highlights:</b> <b>Bow Valley College</b> <ul style="list-style-type: none"> <li>122 different students participate in WannaB Wednesday, which introduced students to a successful entrepreneur and then asked them to apply what they learned to a struggling startup.</li> <li>Hosted the first Innovation Rodeo with 4 keynote speakers, 22 panellists, 150 attendees and generated over 2.5 million impressions on Twitter.</li> <li>Spearheaded 150 Startups, a province-wide initiative that will culminate with 8 regional pitch competitions and regional winners competing for \$50,000 at the 2017 Innovation Rodeo.</li> </ul> <b>University of Calgary</b> <ul style="list-style-type: none"> <li>Schulich School of Engineering student capstone projects increased from 40 in 2015 to 47 in 2016.</li> </ul>	
<b>Action plan:</b> <ul style="list-style-type: none"> <li>Leverage post-secondary participation in Rainforest to seek opportunities for collaboration and enhanced entrepreneurial programming.</li> <li>Convene meeting of post-secondary program directors to determine common objectives for the coming year.</li> </ul>	





## Innovative Energy

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

I1.1: Establish and strengthen linkages between the energy and technology sectors																			
Lead: Innovate Calgary																			
How much did we do?	How well did we do it?																		
Higher potential technology developers supported by Kinetica Ventures	Committed industry players with signed Associate Member Agreements with Kinetica Ventures																		
 <table><tr><th></th><th>FY2015</th><th>FY2016</th></tr><tr><td># of inquiries</td><td>47</td><td>43</td></tr><tr><td># accepted</td><td>26</td><td>21</td></tr><tr><td># of client deep dives</td><td>10</td><td>16</td></tr></table>		FY2015	FY2016	# of inquiries	47	43	# accepted	26	21	# of client deep dives	10	16	 <table><tr><th></th><th>FY2015</th><th>FY2016</th></tr><tr><td>Committed industry players</td><td>9</td><td>12</td></tr></table>		FY2015	FY2016	Committed industry players	9	12
	FY2015	FY2016																	
# of inquiries	47	43																	
# accepted	26	21																	
# of client deep dives	10	16																	
	FY2015	FY2016																	
Committed industry players	9	12																	
<ul style="list-style-type: none"><li>3 companies performed field trials of their technology with industry partners</li><li>Over \$4M in funding raised by Kinetica Ventures clients</li><li>430 energy industry challenges identified</li><li>75 total members in our roster of mentors and specialists in the energy sector</li></ul>																			
Story behind the baseline																			
In the engagement sessions stakeholders agreed that efforts to grow the technology sector in Calgary be linked to technologies supporting the oil and gas industry. In keeping with that direction, Innovate Calgary established Kinetica Ventures program, which builds critical linkages between the energy industry and SMEs with innovative technologies in Calgary.																			
Activity highlights:																			
<ul style="list-style-type: none"><li>A project with ATCO Energy will build capacity to adopt innovative technology and ideas, and understand how to successfully collaborate with technology developers.</li><li>Hosted a forum on innovation in bio-fuels for the airline industry led by WestJet Airlines.</li><li>The recent CFREF grant, awarded to UCalgary, will fund oil and gas research and commercialization with Innovate Calgary through the Energy tech Accelerator.</li><li>Innovate Calgary played an important role identifying and inviting participants from the energy sector to participate in the second Rainforest cohort and build connections to Calgary’s tech community.</li></ul>																			
Action plan:																			
<ul style="list-style-type: none"><li>Continue to expand the Kinetica Ventures program.</li><li>Grow the number of industry collaborations between with large corporations.</li><li>Work collaboratively with innovation ecosystem partners in seeking funding to support research and innovation to address challenges faced by the oil and gas industry.</li></ul>																			

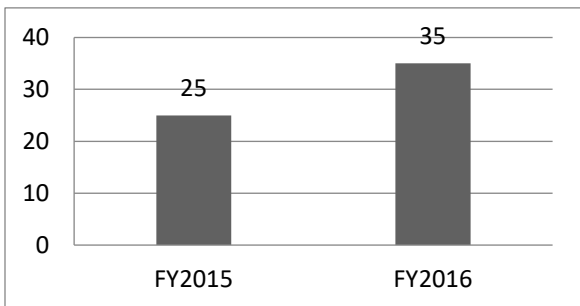


I1.2: Build connections, capital flows and knowledge transfer between the energy finance and technology finance communities	
Lead: Innovate Calgary	
<b>How much did we do?</b>	<b>How well did we do it?</b>
This action was initially designed around the launch of Emergex Capital. This initiative was not launched causing the community to rethink the approach to access to capital.	<ul style="list-style-type: none"> <li>453 companies in Alberta (33%) have raised more than \$1 million to date.</li> <li>182 companies in Alberta (13%) have raised money from VCs.</li> </ul>
<b>Story behind the baseline</b> Access to capital continues to be a significant challenge to startups in Calgary. Calgary needs to build a network of finance and legal professionals that are familiar with financing deals related to the technology sector. In addition, it is suggested policy is required to facilitate non-registered local investors investing in local companies.	
<b>Activity highlights:</b> <ul style="list-style-type: none"> <li>Participants in the Rainforest innovation group have identified access to capital as a constraint to growing Calgary's technology sector.</li> <li>The Government of Alberta launched the Alberta Investment Tax Credit to support investments in technology companies.</li> <li>Conducted 10 company introductions to investors and key service providers.</li> </ul>	
<b>Action plan:</b> <ul style="list-style-type: none"> <li>Work with the Government of Alberta in creating a regulatory environment that supports investment in technology companies.</li> <li>Coordinate investment education seminars assisting Calgary's family foundations and high net worth individuals to invest in technology companies.</li> <li>Host investment development events.</li> <li>Collaborate with Calgary Economic Development in attracting private equity and venture capital to Calgary's technology sector.</li> <li>Establish total dollar value of investments made into Calgary based SMEs as an indicator of the local performance of the innovation ecosystem.</li> </ul>	

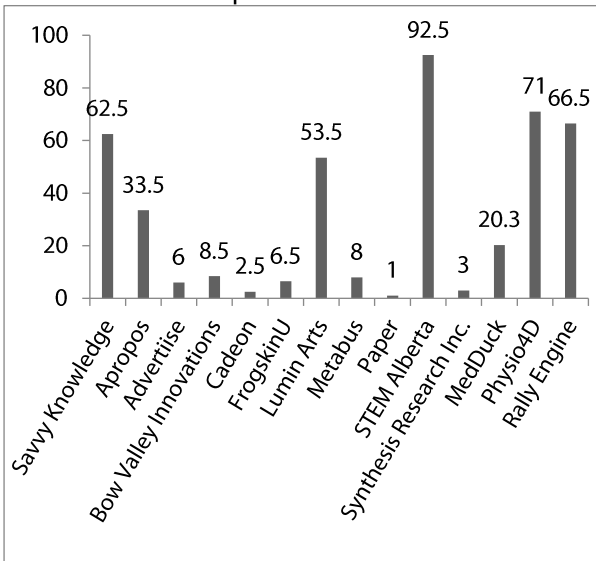
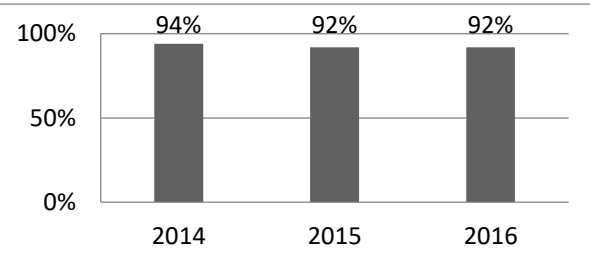
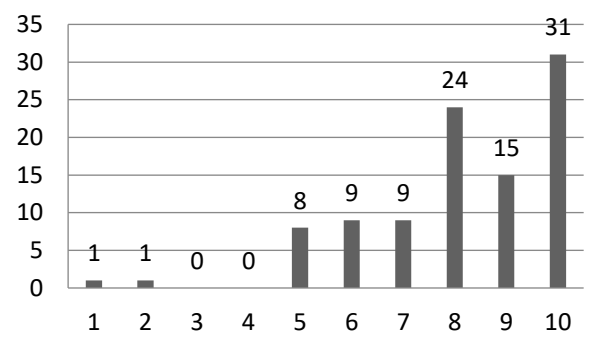


I1.3: Attract foreign direct investment and trade opportunities for the technology sector	
Lead: Calgary Economic Development	
<b>How much did we do?</b>	<b>How well did we do it?</b>
<ul style="list-style-type: none"> <li>Established relationships with Chinese investment firms such as Daqi Fortune Investment</li> </ul>	<ul style="list-style-type: none"> <li>15 of 35 companies included in the Alberta Government led mission to China were clean and environmental technology companies</li> </ul>
<b>Story behind the baseline</b> Historically Calgary Economic Development's trade and investment missions have not included a technology component. At the same time, Innovate Calgary has focused its efforts on growing the local technology sector. As such many inbound missions hosted by CED have not been closely aligned with Innovate Calgary's clients. CED and Innovate will continue to explore opportunities in this area	
<b>Activity highlights:</b> <ul style="list-style-type: none"> <li>Continue to build relationships with Innovate to include clients on missions.</li> <li>Innovate identified 2 businesses considering moving to Calgary.</li> <li>Focus on Silicon Valley and West Coast.</li> <li>Rainforest and connections to tech.</li> <li>Bringing Startup into Calgary Economic Development.</li> <li>Assisted companies in matching their value proposition to the needs of foreign investors.</li> <li>Shared Calgary company opportunity list with foreign investors resulting in 4 business introductions.</li> </ul>	
<b>Action plan:</b> <ul style="list-style-type: none"> <li>Continue to explore activities required to strengthen Calgary's innovation ecosystem.</li> <li>Focus on building relationships with investment and trade ready clean and environmental technology companies.</li> <li>Build technology companies into future outbound and inbound trade and investment missions.</li> <li>Assist Calgary companies in understanding the needs of foreign investors and develop value propositions to match those needs.</li> </ul>	

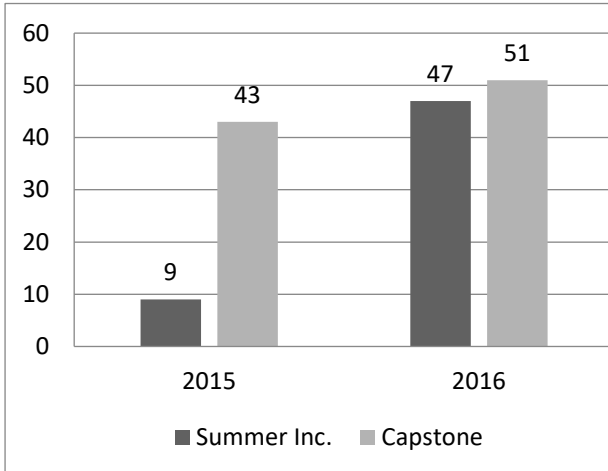
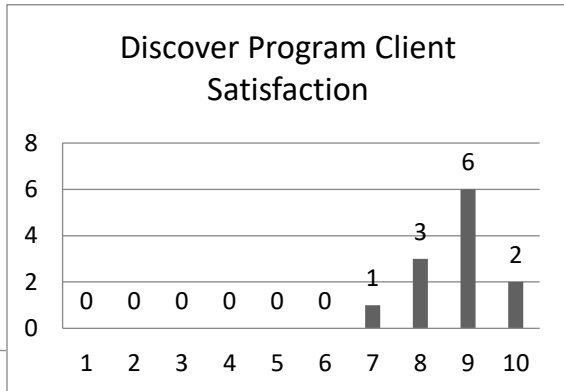


I2.1: Establish new and support existing hubs of innovation, providing virtual and physical spaces where communities of interest can exchange ideas							
Lead: Innovate Calgary							
<b>How much did we do?</b>	<b>How well did we do it?</b>						
<p>Membership at The Inc.</p>  <table border="1"> <thead> <tr> <th>Fiscal Year</th> <th>Membership</th> </tr> </thead> <tbody> <tr> <td>FY2015</td> <td>25</td> </tr> <tr> <td>FY2016</td> <td>35</td> </tr> </tbody> </table>	Fiscal Year	Membership	FY2015	25	FY2016	35	<ul style="list-style-type: none"> <li>• TELUS Technology Accelerator received 15 applications, 10 were shortlisted and 3 were admitted.</li> <li>• RBC Social Enterprise Accelerator received 38 applications, 19 were shortlisted and 9 were admitted.</li> <li>• 3 tenants utilizing the Kinetica Innovation Centre prototyping facility.</li> </ul>
Fiscal Year	Membership						
FY2015	25						
FY2016	35						
<p><b>Story behind the baseline</b></p> <p>Innovation hubs are being discussed or established by a number of stakeholders in Calgary. The University of Calgary, Mount Royal University and Bow Valley College have all recently launched social innovation or social entrepreneurship hubs. The Government of Alberta conducted research into the steps necessary to strengthen the social innovation ecosystem in Alberta. In addition, the federal government announce in Budget 2016, funds to establish and support accelerator and incubation programs.</p>							
<p><b>Activity highlights:</b></p> <ul style="list-style-type: none"> <li>• Innovate Calgary launched the TELUS Technology Accelerator.</li> <li>• Innovate Calgary launched a Social Enterprise Accelerator with RBC.</li> <li>• ATB Launched a Social Enterprise Accelerator.</li> <li>• GE Launched Zone Startups.</li> <li>• Over 30 co-working, incubation and accelerators documented in Calgary.</li> </ul>							
<p><b>Action plan:</b></p> <ul style="list-style-type: none"> <li>• Expand The Inc. co-working space.</li> <li>• Collaborate to provide support to startups in locations across Calgary.</li> <li>• Launch a virtual hub to accelerate innovation across the energy sector.</li> </ul>							



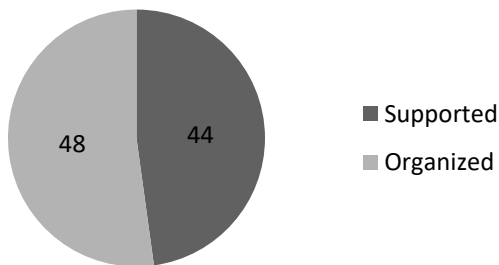
I2.2: Enhance guidance, mentoring and coaching available to technology and innovation entrepreneurs	
Lead: Innovate Calgary	
How much did we do?	How well did we do it?
<ul style="list-style-type: none"> <li>14 companies received 435 hours of one-on-one mentorship</li> </ul>  <ul style="list-style-type: none"> <li>101 clients received pitch coaching through Innovate Calgary.</li> <li>Hosted 10 Regional Innovation Network knowledge sharing sessions.</li> </ul>	<p>Satisfaction rating of Innovate Calgary's Innovator's Toolkit Clients</p>  <p>Likelihood of referring Innovate Calgary (1 – low/10 – high)</p> 
<b>Story behind the baseline</b> Innovate Calgary is seeing an increase over the last few years in the number of very early stage entrepreneurs approaching them with a concept or idea. Clients need timely and relevant business knowledge and tools they can apply right away to their business.	
<b>Activity highlights:</b> <ul style="list-style-type: none"> <li>AlbertaIN expanded to include 80 innovation service providers in Southern Alberta.</li> <li>Private sector led Rainforest initiative has been adopted by the startup and innovation community to strengthen the startup and entrepreneurial ecosystem.</li> <li>Created the Calgary Innovation Coalition to improve supporting infrastructure to entrepreneurs.</li> </ul>	
<b>Action plan:</b> <ul style="list-style-type: none"> <li>Launch Startup Primer, Discover, and Validate to provide just-in-time knowledge and skills an entrepreneur needs to address their current challenges and barriers to progress.</li> <li>Target 18 mentors and 25 mentees in Venture Mentoring Service of Alberta – secured Alberta Innovates funding for a full time coordinator for VMSA program.</li> <li>Amplify programs and events hosted by Startup Calgary.</li> </ul>	



I2.3: Integrate technology entrepreneurship and intrapreneurship content in post-secondary education programs to meet the future labour force needs of the technology sector																																		
Lead: Post-secondary Institutes																																		
<b>How much did we do?</b>	<b>How well did we do it?</b>																																	
<p>Innovate Calgary performed 7 presentations at UCalgary on innovation &amp; entrepreneurship related topics</p>  <table><caption>Presentations at UCalgary</caption><thead><tr><th>Year</th><th>Summer Inc.</th><th>Capstone</th></tr></thead><tbody><tr><td>2015</td><td>9</td><td>43</td></tr><tr><td>2016</td><td>47</td><td>51</td></tr></tbody></table>	Year	Summer Inc.	Capstone	2015	9	43	2016	47	51	<p>Results from the Innovate Calgary Summer Incubator 2016</p> <ul style="list-style-type: none"><li>• 3 teams formed industry partnerships</li><li>• 2 teams in revenue</li><li>• 1 team raising funds</li><li>• 1 partnership between teams</li></ul>  <table><caption>Discover Program Client Satisfaction</caption><thead><tr><th>Satisfaction Score</th><th>Count</th></tr></thead><tbody><tr><td>0</td><td>0</td></tr><tr><td>1</td><td>0</td></tr><tr><td>2</td><td>0</td></tr><tr><td>3</td><td>0</td></tr><tr><td>4</td><td>0</td></tr><tr><td>5</td><td>0</td></tr><tr><td>6</td><td>0</td></tr><tr><td>7</td><td>1</td></tr><tr><td>8</td><td>3</td></tr><tr><td>9</td><td>6</td></tr><tr><td>10</td><td>2</td></tr></tbody></table>	Satisfaction Score	Count	0	0	1	0	2	0	3	0	4	0	5	0	6	0	7	1	8	3	9	6	10	2
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<b>Story behind the baseline</b> <p>Innovation and entrepreneurship need to be developed at the post-secondary and secondary school levels providing students with the understanding and opportunity to create their own job rather than seeking employment.</p>																																		
<b>Activity highlights:</b> <ul style="list-style-type: none"><li>• Innovate Calgary coached teams in the TenetI2C competition with the Cummings School of Medicine at UCalgary.</li><li>• Innovate Calgary delivered the program Discover to participants through Lethbridge College and The University of Lethbridge.</li></ul>																																		
<b>Action plan:</b> <ul style="list-style-type: none"><li>• Collaborate to engage students outside the university setting through hands on experience.</li><li>• Expand programming and reach to all post-secondary institutions.</li></ul>																																		

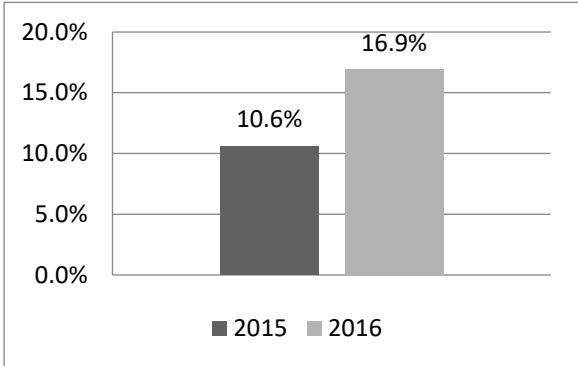




I2.4: Celebrate and promote innovation							
Lead: Innovate Calgary							
<b>How much did we do?</b>	<b>How well did we do it?</b>						
<ul style="list-style-type: none"> <li>Supported and organized 92 events</li> </ul> <div> <p>Innovation Event Involvement</p>  <p>A pie chart titled 'Innovation Event Involvement' showing the distribution of event involvement. The chart is divided into two segments: a light gray segment representing 'Supported' events at 48%, and a dark gray segment representing 'Organized' events at 44%. A legend to the right of the chart identifies the colors: dark gray for 'Supported' and light gray for 'Organized'.</p> <table border="1"> <thead> <tr> <th>Category</th> <th>Percentage</th> </tr> </thead> <tbody> <tr> <td>Supported</td> <td>48</td> </tr> <tr> <td>Organized</td> <td>44</td> </tr> </tbody> </table> </div>	Category	Percentage	Supported	48	Organized	44	<ul style="list-style-type: none"> <li>Over 300 attendees at Innovate Calgary's annual TechStock event.</li> <li>1736 event attendees (supported – 717; organized – 1019).</li> </ul>
Category	Percentage						
Supported	48						
Organized	44						
<b>Story behind the baseline</b> One of the challenges faced by the technology sector in Calgary continues to be the lack of awareness of the sector in Calgary and beyond. It is believed that telling the story of activities in Calgary will assist in keeping youth here and attracting innovators to the city.							
<b>Activity highlights:*</b> <ul style="list-style-type: none"> <li>Notable events organized by Innovate Calgary include TechStock 2016, Minister Bains Innovation Agenda Town Hall, Innovate Straight Talk: Methane Emission Reduction, TELUS Technology Accelerator Demo Day, etc.</li> <li>Startup's Launch had over 700 participants.</li> </ul>							
<b>Action plan:</b> <ul style="list-style-type: none"> <li>Explore a celebratory pitch event with all 7 post-secondary institutes in Calgary.</li> <li>Post technology success blogs on CED website.</li> </ul>							



## People Energy

P1.1: Maximize the opportunities of all Calgarians to capitalize on their full potential.							
Lead: Calgary Economic Development							
<b>How much did we do?</b>							
<ul style="list-style-type: none"> <li>6 investment attraction missions resulting in 40 individual business meetings</li> <li>15 site tours with 175 students in the Careers in Calgary Program designed to expand youth understanding of career opportunities in Calgary</li> </ul>							
<b>How well did we do it?</b>							
<p>Youth Unemployment (ages 15 - 24)</p>  <table border="1"> <thead> <tr> <th>Year</th> <th>Youth Unemployment (ages 15 - 24)</th> </tr> </thead> <tbody> <tr> <td>2015</td> <td>10.6%</td> </tr> <tr> <td>2016</td> <td>16.9%</td> </tr> </tbody> </table>	Year	Youth Unemployment (ages 15 - 24)	2015	10.6%	2016	16.9%	<ul style="list-style-type: none"> <li>CBE High School completion 13/14 = 74.8%; 14/15 = 76.2%; 15/16 = 75.2%</li> <li>Calgary Catholic High School completion 2012/13 = 81.0%; 15/16 = 84.5%</li> <li>20 prospects, 2 investment attractions generating 10 jobs</li> </ul>
Year	Youth Unemployment (ages 15 - 24)						
2015	10.6%						
2016	16.9%						
<b>Story behind the baseline</b> <p>The downturn in the economy has raised the profile of the need to retain and create jobs and to train and place people into meaningful work placements. The City of Calgary provided Calgary Economic Development Opportunity Calgary funding to initiate the Talent Hub program which will find projects and companies that can make use of Calgary's unemployed skilled workers in Calgary.</p>							
<b>Activity highlights:</b> <ul style="list-style-type: none"> <li>Supported the Summer Employment Program for justice-involved youth to gain work experience</li> <li>Discovering Your Opportunities Program for young and expectant mothers provided 14 participants with work experience in 12 community agencies.</li> <li>2500 people participated in 11 Re-engage Speaker series events designed to provide information and networking opportunities to those laid off in the recent downturn.</li> <li>Supported 2 companies to build functional teams in Calgary generating 10 jobs</li> <li>Completed a labour force supply/demand and lead generation study.</li> </ul>							
<b>Action plan:</b> <ul style="list-style-type: none"> <li>Target companies and locations in North America facing talent and real estate constraints.</li> <li>Facilitate startup visas for entrepreneurs seeking to move their business to Calgary.</li> <li>Develop and deploy training programs for those transitioning into a technology career.</li> </ul>							



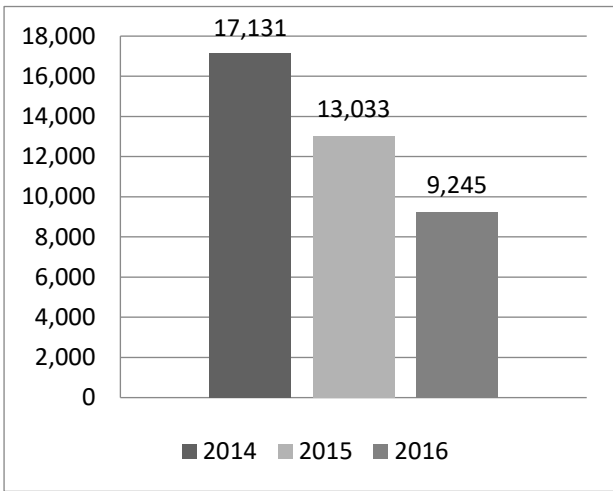
P1.2: Support the implementation of 'Enough for All' (the Calgary Poverty Reduction Initiative) in generating economic activity that provides strong social benefits	
Lead: Vibrant Communities Calgary	
<b>How much did we do?</b>	<b>How well did we do it?</b>
<ul style="list-style-type: none"> <li>700+ Calgarians attended 5 different Enough for All poverty awareness and civic engagement related events</li> <li>394 RESPs were opened with 53 agencies trained to assist clients with RESPs</li> <li>50,000 Calgarians approved for at least on subsidy program through Fair Entry</li> <li>Facilitation and support provided to 43 community economic development projects including skill building workshops and business networking meetings</li> </ul>	<ul style="list-style-type: none"> <li>The Public Awareness Campaign increased the understanding of root causes of poverty in Calgarians from 4% to 8%</li> <li>4665 tax returns supported realizing \$3.4 million in refunds to low income Calgarians (up from \$1.7 million)</li> </ul>
<b>Story behind the baseline</b> As Vibrant Communities Calgary (VCC) assumed the role of guiding the continued implementation of the Enough for All strategy in January 2015, VCC committed to an annual external evaluation. The evaluation examines the progress Calgary is making toward the poverty reduction strategy, VCC's work as a backbone organization and the progress towards establishing the framework for effective collective impact. The evaluation report for 2016 will be completed in May 2017.	
<b>Activity highlights:</b> <ul style="list-style-type: none"> <li>Established a Leadership Implementation Council to assist in integrating the work of diverse groups efforts to support the implementation of Enough for All.</li> <li>Council approved a sliding scale transit pass for low income Calgarians.</li> <li>Free tax clinics were extended into an all year initiative.</li> <li>Established an Enough for All Business Leader Forum to focus on 'doing business differently' as outline in the Enough for All Strategy.</li> </ul>	
<b>Action plan:</b> <ul style="list-style-type: none"> <li>Collaborate with the United Way and City of Calgary to host a Truth and Reconciliation Conference in 2017.</li> <li>Strive for increased quality of employment through business to business stakeholder education and engagement sessions.</li> <li>Support Soul of the Next Economy 2017.</li> </ul>	



P1.3: Collectively map, develop and implement a welcoming program for newcomers to Calgary	
Lead: Calgary Economic Development	
<b>How much did we do?</b>	<b>How well did we do it?</b>
<ul style="list-style-type: none"> <li>• 118 connectors with the Connector Program</li> <li>• 3000 refugees settled</li> </ul>	<ul style="list-style-type: none"> <li>• 43 job offers via Connector Program</li> </ul>
<b>Story behind the baseline</b> In recent years, newcomers to Canada have comprised the majority of in migration to Calgary. We know that newcomers to Canada come with skills and experience and are often highly educated and yet they are susceptible to being unemployed or underemployed. Our economy will be strengthened if we can stream newcomers into work that matches their skills and education.	
<b>Activity highlights:</b> <ul style="list-style-type: none"> <li>• Struck a community taskforce on the successful settlement of Syrian Refugees.</li> <li>• Hosted a nationwide learning event of Local Immigration Partnerships.</li> <li>• Hosted a Calgary Welcome and Newcomers Fair that attracted 1300 attendees. The event featured an information fair with 30 booths by City business units and community organizations providing programs and services for newcomers.</li> </ul>	
<b>Action plan:</b> <ul style="list-style-type: none"> <li>• Continue to operate the Calgary Connector Program.</li> <li>• Meet with the newcomer support community to discuss combined efforts to strengthen reach and results.</li> </ul>	



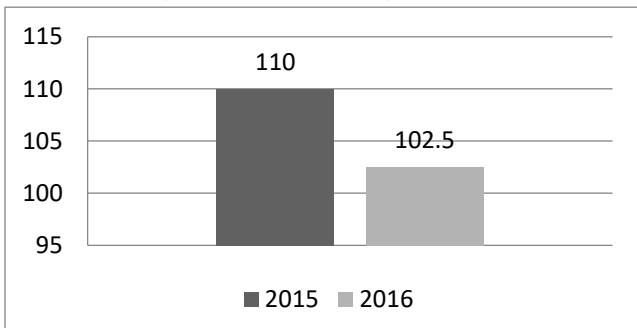
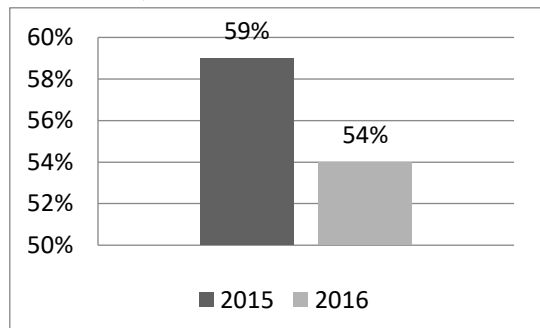
## Community Energy

C1.1: Build a range of housing options for all ages, income groups and family types to meet the needs of residents today and tomorrow									
Lead: The City of Calgary and Calgary Economic Development									
How much did we do?	How well did we do it? (2017 will adapt to Affordable Housing Strategy measures)								
<p>Number of housing starts</p>  <table border="1"> <thead> <tr> <th>Year</th> <th>Number of housing starts</th> </tr> </thead> <tbody> <tr> <td>2014</td> <td>17,131</td> </tr> <tr> <td>2015</td> <td>13,033</td> </tr> <tr> <td>2016</td> <td>9,245</td> </tr> </tbody> </table>	Year	Number of housing starts	2014	17,131	2015	13,033	2016	9,245	<ul style="list-style-type: none"> <li>Suites on the City's Secondary Suite Registry 2015=458 suites; 2016 = 649</li> <li>Participant rating of 4 out of 5 or better for service levels on affordable housing inquiries and applications 2016 = 100%</li> <li>Number of years of planned land supply with an approved Area Structure Plan, for future greenfield residential development 2014 = 17.3; 2015 = 27.8; 2016 = 30.5</li> </ul>
Year	Number of housing starts								
2014	17,131								
2015	13,033								
2016	9,245								
<p><b>Story behind the baseline</b></p> <p>Availability of construction and trades workers and declining costs of construction may be reducing the cost of housing construction projects, however the demand for housing is declining leading to lower overall housing starts in Calgary.</p> <p>In February 2016, City Council provided additional Resiliency Funding to the Calgary Housing Company to implement programs to bring additional affordable housing units online.</p>									
<p><b>Activity highlights:</b></p> <ul style="list-style-type: none"> <li>Approved Foundations for Home, Calgary's Affordable Housing Strategy (2016 – 2025).</li> <li>The City of Calgary allocated additional funding to the Calgary Housing Company to increase the supply of affordable housing to low income Calgarians.</li> </ul>									
<p><b>Action plan:</b></p> <ul style="list-style-type: none"> <li>Support developers to get new homes into the ground for people in need.</li> <li>Provide City land to contribute to affordable housing development.</li> <li>Model tenant-centred design and placemaking for inclusive communities.</li> <li>Lead strategic reinvestment to preserve homes for the highest need residents.</li> <li>Recommend solutions to federal and provincial governments.</li> <li>Leverage research, programs and partnerships to transform outcomes for people.</li> </ul>									



C1.2: Direct future growth in a way that fosters more compact and efficient use of land, creates complete communities, allows for greater mobility choices and enhances vitality and character in local neighbourhoods.	
Lead: The City of Calgary	
<b>How much did we do?</b>	<b>How well did we do it?</b>
<ul style="list-style-type: none"> <li>The City introduced a new development permit application process to flush out issues before applying for the permit.</li> </ul>	<ul style="list-style-type: none"> <li>Per cent of total population within Activity Centres and within 600 m of Corridors, as per the Municipal Development Plan 2015 = 21%; 2016 = 21%</li> <li>Cumulative per cent population growth within the 2006 Developed Area since 2006 2014 = 16%; 2015 = 18%; 2016 = 13%</li> </ul>
<b>Story behind the baseline</b> Municipal Development Plan seeks to curb outward expansion of the city. Goal is to increase population growth within the developed area in comparison with total city-wide population growth. Endeavour to accommodate 50 per cent of Calgary's future population growth over the next 60 to 70 years.	
<b>Activity highlights:</b> <ul style="list-style-type: none"> <li>This is My Neighbourhood completed 25 resident led and 125 City led initiatives to build community activity and engagement.</li> <li>Main Streets initiative completed a market and economic analysis for 24 designated Main Streets.</li> <li>Initiated a Streetscape Master Plan for the 9<sup>th</sup> Ave SE Corridor in Inglewood in conjunction with the Inglewood BIA.</li> <li>Presented the Calgary Commercial Retail Study to Council. The study included an inventory of retail areas, assessed retail performance and recommended opportunities for retail along Main Streets.</li> </ul>	
<b>Action plan:</b> <ul style="list-style-type: none"> <li>Invest in existing neighbourhoods to accommodate changing community needs.</li> <li>Encourage development that supports aging in place.</li> <li>Increase participation in industry groups.</li> <li>Develop opportunities for planning and innovation.</li> </ul>	



C2.1: Develop an integrated, multi-modal transportation system that supports a prosperous and competitive economy													
Lead: The City of Calgary													
<b>How much did we do?</b>	<b>How well did we do it?</b>												
<p>Calgary Transit ridership (millions of trips) decreased closely following employment trends.</p>  <table border="1"> <caption>Calgary Transit ridership (millions of trips)</caption> <thead> <tr> <th>Year</th> <th>Ridership (millions of trips)</th> </tr> </thead> <tbody> <tr> <td>2015</td> <td>110</td> </tr> <tr> <td>2016</td> <td>102.5</td> </tr> </tbody> </table> <ul style="list-style-type: none"> <li>11 pedestrian links, 10km of cycling facilities and 380 curb cuts build to improve access across the city.</li> </ul>	Year	Ridership (millions of trips)	2015	110	2016	102.5	<p>TomTom traffic index ranks Calgary as Canada's least congested major Canadian city</p> <p>Delays due to traffic congestion</p>  <table border="1"> <caption>Delays due to traffic congestion</caption> <thead> <tr> <th>Year</th> <th>Delays due to traffic congestion (%)</th> </tr> </thead> <tbody> <tr> <td>2015</td> <td>59%</td> </tr> <tr> <td>2016</td> <td>54%</td> </tr> </tbody> </table>	Year	Delays due to traffic congestion (%)	2015	59%	2016	54%
Year	Ridership (millions of trips)												
2015	110												
2016	102.5												
Year	Delays due to traffic congestion (%)												
2015	59%												
2016	54%												
<p><b>Story behind the baseline</b></p> <p>During uncertain economic times The City of Calgary remains committed to providing a safe, reliable, efficient, customer-focused transportation system that supports all modes of travel and promotes smart growth principles. Responding to this, The City has managed spending while making strategic capital investments that focus on improving Calgary's economic growth and take advantage of favourable pricing.</p>													
<p><b>Activity highlights:</b></p> <ul style="list-style-type: none"> <li>The Province of Alberta has begun construction of the Southwest Calgary Ring Road; a multi-year, \$1.7 billion investment in the Calgary region transportation network.</li> <li>Opened new interchange at Crowchild Trail and Flanders Avenue.</li> <li>The Step Forward pedestrian strategy was approved in 2016 and work has already begun to improve Calgary's walking environment.</li> <li>In late 2016, Calgary's downtown cycle track network pilot was completed and made permanent.</li> <li>Introduced a sliding scale transit pass for low income Calgarians.</li> <li>Livery Transport bylaw amendments permit Transportation Network Companies to operate.</li> </ul>													
<p><b>Action plan: no update from 2015 December report</b></p> <ul style="list-style-type: none"> <li>Work continues on three other interchanges at Trans-Canada Highway/Bowfort Road, Glenmore Trail/Ogden Road and Macleod Trail/162 Avenue.</li> <li>In 2017 The City will begin construction of the Bus Rapid Transit (BRT) network which will improve the speed, quality and efficiency of transit on a number of major corridors.</li> <li>The City also continues to move forward planning and designing the future Green Line LRT.</li> </ul>													



C2.2: Address greater connectivity between Calgary's primary cultural, recreation and commercial districts in the Centre City (Stampede Park to Calgary Zoo and Inglewood to Downtown West Village).	
Lead: The City of Calgary	
<b>How much did we do?</b>	<b>How well did we do it?</b>
<ul style="list-style-type: none"> <li>The City of Calgary made permanent the Downtown Cycle Track pilot project.</li> <li>National Music Centre opened in 2016 July.</li> </ul>	<ul style="list-style-type: none"> <li>37,968 residents of Calgary's downtown communities in 2016 a decline from 39,950.</li> <li>1.2 million recorded bicycle trips on the downtown cycle track network.</li> </ul>
<b>Story behind the baseline</b> In February 2016 The City of Calgary provided funding through Opportunity Calgary to Calgary Economic Develop to address the rising vacancy rates in the downtown core. Calgary Economic Development has initiated a Head Office attraction strategy to attract companies to Calgary. In addition this initiative will work with stakeholders to explore repurposing and redevelopment of areas in the core to increase livability and population in the core.	
<b>Activity highlights:</b> <ul style="list-style-type: none"> <li>2016 Canada Day celebrations attracted 250,000 people.</li> <li>Council approved funds to renovate the Centennial Planetarium as a multi-tenant cultural hub.</li> <li>Commissioned 3 new public art pieces and installed new public art piece in 8<sup>th</sup> Street underpass.</li> <li>Initiated a Cultural District study to explore the future of Olympic Plaza and the surrounding area.</li> </ul>	
<b>Action plan:</b> <ul style="list-style-type: none"> <li>Continue to implement Calgary's Centre Plan in creating a livable, thriving and caring core.</li> <li>Conduct a downtown opportunity study.</li> </ul>	





C2.3: Establish Calgary as an artistically vibrant city and cultural destination in Canada	
Lead: Calgary Arts Development	
<b>How much did we do?</b>	<b>How well did we do it?</b>
<ul style="list-style-type: none"> <li>172 not-for-profit arts organizations and 49 individual artists received investment from Calgary Arts Development in 2016</li> <li>24,812 volunteers to operating grantees in 2015</li> <li>9,167 arts activities presented or produced by operating grantees in 2015 for Calgarians and visitors to attend and enjoy</li> <li>463 spaces on SpaceFinder Alberta by the end of 2016</li> <li>127 signatories to Living a Creative Life by the end of 2016</li> <li>179 participants in the Creative Calgary Congress (139 attendees and 40 activators)</li> </ul>	<ul style="list-style-type: none"> <li>610 searches on SpaceFinder Alberta by the end of 2016 (561 searches produced one or more results)</li> <li>91% of Calgarians engage in the arts through media, attendance or creation-based participation (from 2016 Calgarian Engagement Survey, up from 87% in 2014)</li> </ul>
<b>Story behind the baseline</b> It is an established belief that workers seek a place where they want to live as much as they do a place to make a living and national perceptions show people across Canada continue to see Calgary as less cultural than their home city. In addition, as we look to diversify the economy arts and culture are seen not only from a quality of life perspective but from an economic growth and job creation perspective.	
<b>Activity highlights:</b> <ul style="list-style-type: none"> <li>Creative Congress explored the role of arts in innovation, community and shared prosperity.</li> <li>Formalized a partnership with the Calgary Congress for Equity and Diversity in the Arts.</li> <li>Began work on an updated Arts and Culture Infrastructure study and report.</li> <li>SpaceFinder Alberta, an online database of rentable arts/community spaces now has more than 500 venues listed, most of them in Calgary, spread out throughout the city.</li> <li>Hosted the first-ever ArtsDance event – a collaborative initiative with the local arts community let by the Inniistsii Treaty Arts Society..</li> <li>The opening of the DJD Dance Centre and the National Music Centre.</li> <li>The City of Calgary provided an additional \$1M Arts Emergency Resiliency Fund.</li> </ul>	
<b>Action plan:</b> <ul style="list-style-type: none"> <li>Clarify the impact of the arts through quantitative and qualitative data on the arts sector.</li> <li>Establish a baseline for equity and diversity measures in the arts.</li> <li>Publish a new Arts and Culture Infrastructure report.</li> <li>Celebrate Calgary as a creative city.</li> <li>Convening people to explore ideas around arts and community building, education, poverty reduction, innovation, and other ways to be of service to our city.</li> <li>Connect and participate in truth and reconciliation efforts.</li> </ul>	



C2.4: Build a city where all Calgarians can participate in sport and recreation to the extent they choose	
Lead: The City of Calgary	
<b>How much did we do?</b>	<b>How well did we do it?</b>
<ul style="list-style-type: none"> <li>62,396 after school program visits in targeted neighbourhoods.</li> <li>43 after school programs offered by 21 agencies in 50 communities</li> </ul>	<ul style="list-style-type: none"> <li>Visits to City recreation facilities increased 19.5 per cent</li> </ul>
<b>Story behind the baseline</b> Calgary is consistently seen as a recreational city with our proximity to the Rocky Mountains a draw for both visitors and new residents. It is equally important that The City continue to deliver programs relevant to all citizens allowing us to retain and attract residents of all ages and cultural backgrounds.	
<b>Activity highlights:</b> <ul style="list-style-type: none"> <li>Winsport provides \$120 million in annual economic impact to Calgary.</li> <li>8 group based summer camps with clients from Multi Agency School Support Team.</li> <li>After school programs expanded programming, locations and hours of operation.</li> <li>CBE and SPD have developed an agreement to move forward in implementing a community sport hub.</li> <li>Remington YMCA in Quarry Park opened on July 1, 2016.</li> <li>Great Plains Recreation Facility opened on September 1, 2016.</li> <li>Completed a Sport Policy and Sport Capital Plan.</li> <li>Completed renovations of the Beltline Aquatic and Fitness Centre.</li> </ul>	
<b>Action plan:</b> <ul style="list-style-type: none"> <li>Silver Springs Outdoor Pool Renovation is scheduled to be complete in Q2 of 2017.</li> <li>Commence Stu Peppard Arena Building Exterior Revitalization &amp; Interior Upgrades.</li> <li>Implementation of Sportfield strategy.</li> <li>Complete construction on Rocky Ridge YMCA.</li> <li>Begin construction on old Planetarium site.</li> <li>Complete Expansion and Renovation Project of Canyon Meadows Aquatic &amp; Fitness Centre.</li> </ul>	



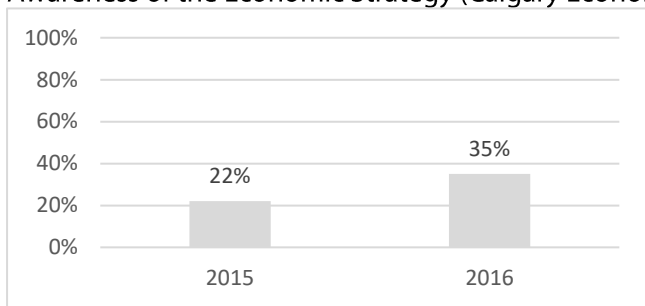
### Collaborative Energy

B1.1: Position Calgary as the location of choice to live, visit, meet, start a business and invest	
Lead: Calgary Economic Development and Tourism Calgary (co-lead)	
<b>How much did we do?</b>	<b>How well did we do it?</b>
<ul style="list-style-type: none"> <li>Tourism Calgary leveraged generated \$2.7 in additional funding from every \$1 in City funding.</li> <li>CED spent \$1 million on the national Be Part of the Energy campaign.</li> <li>CED conducted 216 interviews</li> </ul>	<ul style="list-style-type: none"> <li>Calgary Economic Development website traffic increased 30 per cent over 2015</li> <li>Interviews resulted in 983 news articles and over \$12 million in media generated up from \$9 million in 2015</li> <li>75% of Canadians have a positive perception of Calgary.</li> </ul>
<b>Story behind the baseline</b> Marketing Calgary across Canada and key geographies around the world is the cornerstone of trade and investment attraction as well as tourism attraction for Calgary. This role becomes more important when the current economic messaging about Calgary is sending a negative message about our city.	
<b>Activity highlights:</b> <ul style="list-style-type: none"> <li>Expanded the Be Part of the Energy campaign into new markets.</li> <li>1,200 participants at CED 2016 Economic Outlook.</li> <li>Calgary hosted the Juno Awards in 2016 in conjunction with the Year of Music.</li> <li>CED and Tourism Calgary launched #LoveYYC.</li> </ul>	
<b>Action plan:</b> <ul style="list-style-type: none"> <li>Target tourism marketing on 6 key international destinations with direct flights to Calgary.</li> <li>Implement Calgary's Destination Strategy: Ultimate Hosts, Ultimate Host City.</li> <li>Focus marketing initiatives on business attraction and positioning Calgary as Talent Hub and Headquarter city.</li> </ul>	



B1.2: Showcase Calgary's urban assets to the world and increase citizen participation in events and festivals	
Lead: Tourism Calgary	
<b>How much did we do?</b>	<b>How well did we do it?</b>
The City worked with community organizations and partners to produce 272 events down from 274 in 2015	<ul style="list-style-type: none"> <li>Events held translate into 610 event days in 2016 up from 552 in 2015. Target 590</li> <li>Culture and sport bids won 2016 = 70, the second highest on record after 2015 when 74 bids were won</li> </ul>
<b>Story behind the baseline</b> Through the economic downturn, Tourism has been seen as potential to diversify the economy and maintain occupancy in hotels. In addition, regional tourism is seen as another target market to attract tourism expenditures in Calgary. Finally, citizen engagement in events and festivals has a strong correlation with perception of quality of life and Calgary's ability to retain and attract a talented workforce.	
<b>Activity highlights:</b> <ul style="list-style-type: none"> <li>Initiated 2 new festival locations to support growing events: Chasing Summer and Country Thunder</li> <li>Brought 70 sport and cultural events to Calgary, leaving legacies and creating opportunity for future sports, athletes and cultural performers.</li> <li>Brought together an advisory committee to develop Calgary's Destination Strategy: Ultimate Hosts, Ultimate Host City.</li> </ul>	
<b>Action plan:</b> Begin implementation of Calgary's Destination Strategy focused on five key areas: <ol style="list-style-type: none"> <li>Enhance Calgary's hosting infrastructure</li> <li>Energize Calgary's iconic anchor experiences</li> <li>Attract, development, promote and activate events year-round</li> <li>Articulate and emotionalize Calgary's unique personality</li> <li>Foster stakeholder alignment and collaboration</li> </ol>	



B2.1: Implement the Economic Strategy for Calgary						
Lead: Economic Strategy for Calgary						
How much did we do?						
<ul style="list-style-type: none"><li>Almost 200 people participated in the second Economic Summit</li><li>More than 100 individual meetings with Strategy stakeholders since the inception</li><li>87% of tactics commenced or complete at 2016 December</li></ul>						
How well did we do it?						
<div>Awareness of the Economic Strategy (Calgary Economic Development Annual Client Survey)</div> <div><table><tr><th>Year</th><th>Awareness (%)</th></tr><tr><td>2015</td><td>22%</td></tr><tr><td>2016</td><td>35%</td></tr></table></div>	Year	Awareness (%)	2015	22%	2016	35%
Year	Awareness (%)					
2015	22%					
2016	35%					
Story behind the baseline						
Since Council adopted the Economic Strategy in November 2014 Calgary’s economic conditions have changed considerably. While the Strategy continues to be updated on an ongoing basis, it is best practice to refresh the Economic Strategy each 5 years. CED will collaborate with the 100 RC initiative to leverage consulting support to update the Strategy in 2018 for release in 2019.						
Activity highlights:						
<ul style="list-style-type: none"><li>Calgary Economic Development received additional funds in the amount of \$7 million for the Opportunity Calgary initiative from the City of Calgary to accelerate the implementation of the Economic Strategy for Calgary.</li><li>Calgary Economic Development hosted the second Economic Summit with almost 200 participants.</li></ul>						
Action plan:						
<ul style="list-style-type: none"><li>Work with Resilient Calgary to update the Economic Strategy in alignment with The City’s economic resiliency efforts.</li><li>Coordinate additional one on one meetings will all members of the Leadership and Implementation Team.</li><li>Host a Leadership and Implementation Team meetings and Annual Economic Summit.</li><li>Host Ministry Roundtables for the Minister of Economic Development and Trade.</li><li>Schedule meetings with the Members of the Legislative Assembly to share economic diversification ideas.</li><li>Continue investing \$7 million in Opportunity Calgary funding to accelerate implementation in key areas.</li></ul>						

