

Calgary in the New Economy: Progress Report

Calgary Economic Development is a conduit, connector, catalyst and storyteller that collaborates with stakeholders to advance economic growth and diversification.

8 SEPTEMBER 2020 PROGRESS REPORT TO PRIORITIES AND FINANCE COMMITTEE

PFC2020-0969
ATTACHMENT 2

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Executive Summary

Calgary in the New Economy is the community-wide economic strategy for Calgary to achieve its vision to be the city of choice in Canada for the world's best entrepreneurs. We embrace advanced technology and innovative thinking to create solutions to some of the world's greatest challenges in energy, food, transportation, and health. *Calgary in the New Economy* is primarily focused on seven sectors identified to have the greatest potential to support sustained economic growth in Calgary and area: energy, agribusiness, transportation & logistics, tourism, creative industries, life sciences and financial services.

Achieving the vision set out the *Calgary in the New Economy* will create lasting benefits for Calgarians through the attraction, formation and growth of companies, the creation of quality jobs, opportunities for citizens to acquire the skills they need and the enhanced quality of life in a more vibrant and prosperous city.

The information in this Update reflects progress made on the economic strategy in 2019. For the most part, metrics presented are for the 2019 calendar year. However, the global COVID-19 pandemic that began to impact Calgary in March 2020 has had a pronounced impact on the economy and slowed implementation of the economic strategy. For these reasons, this report also included data and activities from 2020. There is growing consensus that the recovery from the COVID-19 lockdown will be digital. Given the focus on the digitization of industry in *Calgary in the New Economy* we are confident it is the right strategy in these fast-changing times.

Economic development succeeds through collaboration. *Calgary in the New Economy* is the product of dozens of stakeholders from the private sector, government, educators, and community organizations. It sets an overall direction for various Civic Partners to align their work and was unanimously approved by City Council in 2018. The Calgarians who led the creation of the strategy are its leading ambassadors, championing its implementation within their organizations and sectors. They recognise *Calgary in the New Economy* as the North Star in a community-wide approach to building economic resilience and future prosperity.

The aggregate economic indicators reaffirm that 2019 was a year of little change in Calgary. GDP was essentially unchanged (0.1 per cent increase) from 2018 at \$126.1 billion. This was primarily due to a 4.2 per cent decline in the energy sector. Overall employment grew by 22,800 (2.6 per cent) to a record 868,300 while the unemployment rate declined from 7.3 per cent in January 2019 to 7.1 per cent in December 2019. The downtown office vacancy rate began the year at 26.5 per cent and closed 2019 at 27.2 per cent. It is the highest for any major city in the country.

While the macro indicators were largely unchanged in 2019, momentum did begin to take hold in most of the areas of focus for *Calgary in the New Economy*. One of the most prominent indications that Calgary companies are embracing digital transformation (DX) emerged in research for Calgary Economic Development by IDC Canada that forecasts Calgary companies will lead the \$18.4 billion in anticipated DX spending in Alberta through 2022. It is also notable the spending on digitization is significant across all seven sectors identified in *Calgary in the New Economy*.

Highlights from 2019

Talent

- Net migration 30-39 yr olds 3,985 (13 per cent total population growth).
- Software Developer and Programmer employment increased by 28 per cent (10,500 in 2018 to 13,400 in 2019).
- SAIT announced \$30 million in private sector donations to develop the School of Advanced Digital Technology.
- Technology training program capacity (post-secondary and community) increased by 65 per cent from 1,411 in 2018 to 2,342 in 2019.
- Launched Live Tech. Love Life. Talent attraction campaign.

Innovation

- Calgary was recognized as the fourth largest market for venture capital deals in Canada with \$136 million capital raised including Benevity \$20 million series C.
- The National Angel Capital Organization's (NACO) selected Calgary for their western office.
- Opportunity Calgary Investment Fund has deployed \$23.5 million in 9 companies to the end of 2019 leveraging an additional \$163.5 million investments into the Calgary economy creating 988 jobs.
- 37 companies attracted through Calgary Economic Development generating 2,069 direct jobs.

Place

- Calgary continues to be ranked the most liveable city in North America and fifth in the world by the Economist Intelligence Unit.
- The City of Calgary's commitment to the BMO Convention Centre Expansion project, new Events Centre, and funding strategy for the Arts Commons Transformation project will generate \$1.3 billion in investment, 4,500 construction jobs and 1,536 permanent operations jobs.
- Population of the Centre City increased by 4 per cent to 44,991 from 2018 to 2019.
- New York Times listed Calgary as one of the top 52 places to visit in 2019. Calgary welcomed over 7.3 million overnight visitors injecting \$2.5 billion into the economy.

Business Environment

- The Business and Local Economy (BLE) team was established within City Manager's Office to advance the work of the Business Environment Pillar, including aligning cross-corporate efforts to be more consistent and streamlined in supporting businesses.
- Piloted improved in-person counter support to help Calgary business owners start and open their business faster.
- Calgary was the first city in Canada to propose pop-up and interim businesses in any commercial area, eliminating lengthy approval processes and license restrictions to attract tenants to vacant spaces.
- Created three new Business Improvement Areas (BIA); Beltline, Crescent Heights, and Bridgeland, bringing the total to 15 supporting over 6,000 businesses. The Calgary Parking Reinvestment Program disbursed \$1.5 million through the BIAs for public space improvements.

Alignment and Engagement

Calgary in the New Economy provides guidance to the community and all orders of government for long-term planning and collaboration. From the outset, Calgary Economic Development worked closely with The City of Calgary, Civic Partners and community stakeholders to ensure the economic strategy aligned with other initiatives of The City of Calgary and other stakeholders. Initiatives and roundtables launched since the last update aligned *Calgary in the New Economy* include:

- Downtown Strategy Leadership Team
- 9 Block
- 1M
- LearningCITY
- Business Council of Alberta
- Business Sector Support Task Force
- Economic Resilience Taskforce
- Downtown Master Plan
- Stephen Avenue Master Plan

COVID-19

Early in 2020, the world experienced the largest “Black Swan” event impacting our economy in decades. Spreading rapidly around the globe, COVID-19 has, to date, infected over 24 million and led to more than 820,000 deaths. In response, countries shuttered businesses to slow the spread of the virus. The full impact of the twin health and economic crises will not be evident for some time, but the Conference Board of Canada forecasts Calgary’s economy will decline 5.5 per cent in 2020. In July, unemployment in Calgary was above 15 per cent.

COVID-19 has disrupted business plans for companies in all sectors. Tourism has been hit hard with travel within Canada severely impacted and international travel brought to a near standstill. Arts and cultural festivals and events have been cancelled. The shutdown has delayed Foreign Direct Investment (FDI) and The Canadian Federation of Independent Businesses estimated 30 per cent of small businesses will not recover from COVID-19. Governments, businesses, and not-for-profits are bracing for a long-term recovery.

There is growing consensus the recovery from the COVID-19 lockdown will be digital. It will be the new normal. With its focus on the digital transformation (DX) of our key industrial sectors, *Calgary in the New Economy* is the right strategy for Calgary in these fast-changing times. COVID-19 has accelerated the dramatic changes in the global economy that were already under way. Greater concern about human health and safety and an increased focus on supply chains for all essential products have the potential to fundamentally change the local and global economy.

Digitization and application of advanced technologies in all elements of energy, health and life sciences, transportation and logistics, and food and agriculture will be critical in an increasingly complex world. Calgary has the opportunity to lead the digital transformation with support from policymakers so companies can innovate, and workers can acquire the skills they need for the new jobs.

Area of Focus: Talent

Calgary in the New Economy sets the goal of Calgary being Canada's destination for talent. Research conducted by the Information and Communications Technology Council (ICTC) of Canada suggests that tech employment in Alberta could rise to 77,000 by 2023. This is reinforced with companies continuing to report that access to talent is their primary concern in making expansion and relocation decisions. Research conducted for Calgary Economic Development confirms that U.S. and U.K. based firms place talent at the top of their list of factors in selecting a market for expansion. In the past year, the Business Council of Alberta, Government of Alberta, and Government of Canada have all engaged business and community leaders to understand changing talent needs and provide guidance to meeting those needs.

With Talent as a foundational pillar of *Calgary in the New Economy*, Calgary is making significant strides in building the talent base needed to realize technology and digital opportunities in the new economy. This was recognized when the 2020 CBRE Scoring Tech Talent report (drawing on 2019 data) placed Calgary 34th in its Top 50 tech talent markets in North America. Calgary's placement in the respected North American rankings is a milestone accomplishment for our community. Also indicating our strength in attracting talent, net migration continued to grow with Calgary once again benefiting from migration on both a national and international basis. Calgary has, historically, attracted people in the 20 – 39 age group and outpaced other metro areas in the 30 – 39 age cohort. This age cohort starts new companies, provides existing companies with experienced talent and generates economic activity in the community.

The impact of COVID-19 across all sectors is significant. The impact on employment in tech is yet to be fully understood. However, studies conducted from previous economic downturns, including the 2008/09 recession, indicate employment in tech tends to be more resilient than other sectors. As the economy emerges from the COVID-19 lockdown, technology and tech talent will likely play and even more important role in our economy.

Across all four pillars of *Calgary in the New Economy*, leadership teams and committees were reassessed in the past year for structure and purpose to advance the top priorities. The Talent Leadership Team was dissolved but work is underway to reform this team. As this work is being undertaken, key initiatives are being advanced, and a number of significant announcements have signaled a continued focus in building our tech talent pool. Among the most prominent was SAIT securing a \$30-million donation from Calgaryian David Bissett to build the School of Advanced Digital Technology. This initiative, which is aligned with the Talent and Innovation pillars of *Calgary in the New Economy* will change the landscape of tech talent training in Calgary. It also sends a signal to the country that Calgary is the city providing leading programming to secure employment in the new economy.

Notable Achievements

SAIT’s announcement of a \$30 million private sector donation to build the School of Advanced Digital Technology is an incredible advancement towards the goals of the talent pillar and the vision of Calgary in the New Economy. Other notable achievements include:

- Software Developer and Programmer employment increased by 28 per cent (10,500 in 2018 to 13,400 in 2019).
- Technology training program capacity (post-secondary and community) increased by 65 per cent from 1,411 in 2018 to 2,342 in 2019.
- International student enrollment increased by 23 per cent (7,426 in 2018; 9,130 in 2019).
- Calgary Economic Development securing funding from the Future Skills Centre to launch EDGE-UP.
- Launched Live Tech. Love Life. Talent attraction campaign.
- AltaML, ATB, Avanti, Benevity, Kudos, Replicon, and Showpass formed the Tech West Collective, a group of companies with the goal of making Alberta an internationally recognized tech powerhouse to attract and retain talent.

Next Steps

With Software Developer and Programmer employment growing by 28 per cent in 2019, talent will continue to be a focus area for the community. Priorities for the community are:

- Continue to develop the pipeline increasing program offering and capacity.
- Support displaced workers in reskilling to realize new opportunities in technology employment.
- Deploy talent attraction efforts in to fill in demand technology jobs.

Create Canada’s Largest Talent Accelerator

<p>How much did we do? (Activities)</p> <ul style="list-style-type: none"> • 21 new technology training programs added by post-secondary and community/private sector agencies in 2019. • 930 additional technology training program capacity in post-secondary and community/private sector in 2019. 	<p>How well did we do it? (Outcomes)</p> <ul style="list-style-type: none"> • 75% of programs resulted in over 75% of participants finding jobs within 6 months. • 6% post-secondary enrollment increase in math, science and computer programming (1,940 in 2018; 2,050 in 2019).
<p>Story behind the baseline: As employment growth in technology across Canada continues to outpace other traditional sectors, Calgary’s ability to develop technology talent is crucial to building a pipeline of talent, fueling growth of technology companies and technology groups in our core industries. As <i>Calgary in the New Economy</i> was developed, the shift in focus to training for technology jobs was already underway with the Government of Alberta committing funding to additional training capacity. Similarly, the Government of Canada launched the Future Skills Council to</p>	

<p>better position jobseekers, workers and employers to seize the opportunities in a changing future. The goals of creating Canada’s largest talent accelerator include:</p> <ul style="list-style-type: none"> • Deliver digital transformation programming to small and medium enterprise. • Expand work-integrated learning. • Enhance program access to diverse communities. • Pilot/scale nimble short-term programs to reskill workers.
<p>Activity highlights:</p> <ul style="list-style-type: none"> • SAIT secured a \$30 million donation from David Bissett to launch a School of Advanced Digital Technology. • Calgary tech training program survey identified an additional 21 tech training programs launched bringing the total number of new programs to 60 since 2017. Since 2017 cumulative program completions increased by 400 per cent from 622 to 2,342. • EvolveU, a full stack developer program, enrolled 71 learners bringing the total participants to 125. • Momentum continues to deliver the Tech Plus + Network and Cloud Technology Training program with 25 participants in 2019. • Opportunity Calgary Investment Fund supported talent development programs: <ul style="list-style-type: none"> ◦ NPower enrolled 42 participants, graduated 32 with 24 finding employment. ◦ Lighthouse labs enrolled 49 participants, graduated 45 with 35 finding placements. • Calgary Economic Development, with support from Information and Communications Technology Council (ICTC) and Future Skills Centre, launched the Energy to Digital Growth Education and Upskilling Project (EDGE UP) providing short-term skills development programming to displaced mid-career oil and gas professionals. The first cohort included 59 participants (from 500 applicants) in three streams: IT Project Management (UCalgary Continuing Ed), Data Analytics (SAIT), and Full Stack Developer (BVC). • Supported studies by ICTC to understand pathways to employment for persons with disabilities. • MRU Introduced new BSc degrees with majors in Computer Science. • UCalgary launched a minor in aerospace engineering. • CADA continued its partnership with Trico Changemakers Studio at MRU do deliver the Artists as Changemakers program. A cohort of 6 artists were placed in residence with three organizations to use art to tackle challenges.
<p>Action plan:</p> <ul style="list-style-type: none"> • Continuously research and understand technology talent demand and supply to identify talent gaps. • Maintain consistent communication with all orders of government to align and support skills development. • Provide reskilling programs to displaced and underemployed workers in Calgary.

Establish Calgary as a magnet for students

<p>How much did we do? (Activities)</p> <ul style="list-style-type: none"> • University of Calgary, Mount Royal University, SAIT and Bow Valley College continue to implement out of province/country student recruitment strategies. 	<p>How well did we do it? (Outcomes)</p> <ul style="list-style-type: none"> • 23% increase in international student enrollment (7,426 in 2018; 9,130 in 2019).
<p>Story behind the baseline: In addition to the researched shortage of skilled technology workers in Calgary, Calgary has the lowest post-secondary enrollment rates in metropolitan areas in Canada and an aging population with increasing numbers approaching retirement. To face these challenges, the goal</p>	

<p>of post-secondaries in Calgary is to increase overall enrollment while also increasing enrollment from outside Calgary and outside Canada. Establishing Calgary as a magnet for students includes the following components:</p> <ul style="list-style-type: none"> • Exploring co-branded programs with global institutions. • Promoting advantages of a globally diverse workforce.
<p>Activity highlights:</p> <ul style="list-style-type: none"> • The University of Calgary has a dedicated student recruitment team of 13 targeting and supporting student recruitment across Canada and globally. In addition, they have developed an international recruitment strategy and task force. This will support planned enrollment growth from 28,784 full time learner equivalents in 2018 to 29,072 in 2021. • Mount Royal University has established the goal of 65 per cent of students being drawn from Calgary, 20 per cent from Alberta, 10 per cent from Canada and 5 per cent internationally. To do so, focused recruitment strategies were developed including marketing and assignment of recruitment officers to out-of-province and international jurisdictions to visit high schools, attend events and host open houses. Internationally, Mount Royal is engaging in geo-targeted marketing campaigns tied to social media. • MRU continues to strengthen general education components across all programs to ensure graduates have the interdisciplinary breadth necessary to succeed in a rapidly changing, and ever-evolving workforce. • Calgary Economic Development completed a white paper to enhance local understanding of the value of hiring New Canadians.
<p>Action plan:</p> <ul style="list-style-type: none"> • Increase STEAM program diversity and capacity as well as quickly deployed short-term credential and non-credential programs. • Integrate work-integrated learning across programs to attract students.

Emphasize creativity and innovation from kindergarten to university

<p>How much did we do? (Activities)</p> <ul style="list-style-type: none"> • 2 LearningCITY Lab webinars. • 20 LearningCITY webcasts produced. 	<p>How well did we do it? (Outcomes)</p> <ul style="list-style-type: none"> • LearningCITY Advisory Committee being formed.
<p>Story behind the baseline: To address Calgary’s need for high impact talent, Calgary Economic Development partnered with Mount Royal University to host a High Impact Talent (HIT) Roundtable. With over 100 participants from 88 agencies, key highlights from the HIT Roundtable include:</p> <ul style="list-style-type: none"> • Learning systems need to adapt to an ambiguous future. • Our community can capitalize on a learning advantage with the highest level of post-secondary achievement in the OECD. • A one-size fits all education system does not align with the increasing diversity of our community. • We need to address institutional barriers impacting the pace of change. • We need to view education and professional development as an investment rather than an expense. <p>Following the hosting of the HIT Roundtable the LearningCITY initiative was launched.</p>	
<p>Activity highlights:</p> <ul style="list-style-type: none"> • The Downtown Library welcomed EvolveU into their space incorporating full stack development training into their community. • RoboGarden partnered with the Calgary Board of Education to include tech skills in the classroom. • Initiated assessment of Work Integrated Learning across all of Calgary’s 7 post-secondary institutions. • Hosted the inaugural TechFest networking event at UCalgary with 48 companies and 1,100 students participating. • MRU enrolled 1,481 students in at least one Innovation & Entrepreneur class in 2019/2020, 114 students enrolled in a 6-course Minor or a 10-course BBA Concentration, and 300 students engaged in co-curricular Innovation & Entrepreneur programs. 	

<ul style="list-style-type: none"> • Other programs available in Calgary include: Canada Learning Code, EdgeMakers (Rundle and West Island College), JunioTech Robotics, Calgary Game Developers Academy for Youths, Calgary Coding School, LaunchPad Learning, Engineering for Kids. • In response to COVID-19, Calgary Economic Development launched ConnectingYYC to match students with companies to provide summer work experience.
<p>Action plan:</p> <ul style="list-style-type: none"> • Develop a coordinated response to developing experiential learning programs and recommendations of the Business Higher Education Roundtable including adoption of an open work integrated learning model. • Map the learning ecosystem and assess characteristics of best in class 'learning cities'. • Conduct ecosystem experiments to deliver on LearningCITY priorities.

Address immediate needs through attraction efforts

<p>How much did we do? (Activities)</p> <ul style="list-style-type: none"> • 2 company missions in Vancouver and Greater Toronto. • 1 inbound talent attraction mission. 	<p>How well did we do it? (Outcomes)</p> <ul style="list-style-type: none"> • 19 employers participating in outbound and inbound missions.
<p>Story behind the baseline:</p> <p>Technology companies in Calgary have noted the acute need for more senior talent, meaning those with more than five years' experience in a technology company or working with technology solutions. Calgary Economic Development conducted a talent acquisition survey with 63 employers to understand the needs of Calgary tech companies and inform talent attraction strategies. While most recruiting at the junior level is expected to be achieved locally from post-secondaries (68 per cent of recruiting of junior level hires), most senior-level recruiting is done from across Canada and international markets. It was anticipated 23 per cent expected hires to be senior and 69 per cent of senior recruiting is likely to happen in other markets. Addressing these needs through attraction efforts involves:</p> <ul style="list-style-type: none"> • Building and executing talent attraction campaigns targeting senior technology leaders. • Attract companies to serve as magnets for students. 	
<p>Activity highlights:</p> <ul style="list-style-type: none"> • Launched Live Tech. Love Life – and Live Tech. Love Life Jobs site. • AltaML, ATB, Avanti, Benevity, Kudos, Replicon and Showpass came together to run Tech West Collective, a group of companies with the goal of making Alberta an internationally recognized tech powerhouse and attract and retain talent. • Startup hosted a Job Showcase in November 2019 with 19 companies resulting in 90 hires. • Connect to Tech (October 2019) resulted in 8 job offers. 19 local employers and 40 job seekers from 11 countries participated. • Led two industry missions to recruit from the Lower Mainland (UBC and SFU) and Southern Ontario (UWaterloo, Ryerson and UToronto). • Joined 82 Calgary companies, including 20 Startup Island companies, at Collision, North America's largest technology conference. • Immigrant Services Calgary creating the Gateway program targeting immigration to meet our community needs. • Hosted 2 roundtables with 60 participants and conducted a survey of 35 tech companies to understand talent needs. • Conducted a talent attraction mission to India (February 2020) 	
<p>Action plan:</p> <ul style="list-style-type: none"> • Conduct additional research to discover companies laying off, restructuring, and considering remote workers. • Deploy Live Tech. Love Life, post-secondary outreach, virtual career fairs, and pop-up shops in target markets. 	

- Build relationships with 'on the ground' intermediaries including consular services and international recruiting firms to raise Calgary's profile.
- Target H-1B visa holders.

Area of Focus: Innovation

Calgary in the New Economy is our road map as we strive to be Canada's leading business-to-business innovation ecosystem. Focused on our strength as a headquarters city with a high concentration of global decision makers across several industries, Calgary is emerging as a leader in the digitization of industry. A study by IDC Canada released in 2019 found that Calgary-based companies lead an estimated \$18.4 billion on digital transformation in Alberta through 2022.

The economic strategy is rooted in both the collaborative and entrepreneurial spirit of our community. The innovation ecosystem in Calgary is evolving at a rapid pace. In 2019, the Calgary ecosystem experienced a billion-dollar exit for a local startup, rose to fourth place in Canada for venture capital investment, and welcomed the Western office of the National Angel Capital Organization. Given the rapidly changing landscape, we engaged Startup Genome and local stakeholders to refresh our assessment of the innovation ecosystem. Using the *Rise of the Rest Ecosystem Playbook*, we identified the assets, gaps, and priorities across Seven Spokes model of startup ecosystems:

- Investors
- Incubators, Accelerators, Community Builders
- Corporations
- Local Media
- Startup / Tent Pole Companies
- Post-Secondary Institutes
- Local Government

Alberta is currently home to 251 Startup Companies (less than 4 employees) and 435 Core Technology Companies (more than 4 employees). To successfully start and grow new companies, Calgary needs a networked ecosystem for innovation comprised of people and organizations that move and connect in a culture of trust and leadership. To align with the Seven Spokes model, we refreshed the Innovation Agenda Team to engage a diverse group of community leaders representing each of the seven spokes. Co-chaired by Terry Rock, CEO of Platform Calgary and Alecia Peters, Director of Innovation at Calgary Economic Development, the team will identify, validate, prioritize, and advance initiatives to grow our ecosystem. The Innovation Agenda team are champions of the innovation ecosystem driving us forward to our goal of supporting the creation of 1,000 core tech companies which are projected to create 45,000 jobs in Calgary.

In the original version, the Innovation Pillar was comprised of four components. Based on engagement with the community and lessons learned from other ecosystems the Innovation Pillar and the Innovation Agenda Team have shifted their focus to the Seven Spokes

framework. This section is a dynamic and evolving snapshot which provides an assessment of Calgary’s innovation ecosystem utilizing the Seven Spokes framework. This assessment was completed prior to the pandemic. COVID-19 has caused industries and governments the world over to reframe how they operate. Now more than ever, business solutions will be driven by innovation.

Notable Achievements

The National Angel Capital Organization’s (NACO) selection of Calgary as their western office is a clear signal of the growth and opportunity being generated by our innovation ecosystem. Other notable achievements include:

- Calgary was recognized as the fourth largest market for venture capital deals in Canada with \$136 million capital raised including Benevity \$20 million series C.
- The National Angel Capital Organization’s (NACO) selected Calgary for their western office.
- Opportunity Calgary Investment Fund has deployed \$23.5 million in 9 companies to the end of 2019 leveraging an additional \$163.5 million investments into the Calgary economy creating 988 jobs.
- 37 companies attracted through Calgary Economic Development generating 2,069 direct jobs.
- Seven new accelerator streams launched.
- Hunter Hub for Entrepreneurial Thinking launched WELab designed to support the next generation of women innovators.
- MRU’s Institute for Innovation and Entrepreneurship launched an Innovation Accelerator supporting innovation across sectors.
- Bow Valley College Innovation Rodeo resulted in 220 per cent increase in people engaging in the Startup Bootcamp.

Next Steps

The Seven Spokes Framework and assessment conducted by Startup Genome highlight the following priorities for the community:

- Increase investor awareness of opportunities in Calgary.
- Expand, build and attract accelerators and incubators focused on our key sectors.
- Create opportunities for corporate enterprise leaders, the innovation community, and startups to collide supporting the growth of startups in Calgary.
- Leverage community and media partnerships to raise the awareness of Calgary’s tech ecosystem.
- Increase the rate of research commercialization at Calgary’s Post-Secondary Institutes.

Investors

<p>How much did we do? (Activities)</p> <ul style="list-style-type: none"> • 19 venture capital deals with Calgary companies 	<p>How well did we do it? (Outcomes)</p> <ul style="list-style-type: none"> • \$136 million in venture capital raised by Calgary technology companies (breaking into Top 5)
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<ul style="list-style-type: none"> 132 different investors made investments in Calgary tech companies (Hockeystick) 	
<p>Story behind the baseline: Access to capital is a critical component of a thriving Innovation ecosystem. Investors play a key role in advancing technology companies through critical feedback, rigorous due diligence, and high accountability. And, for a small percentage that are successful in getting funded, it can also include guidance and mentorship.</p> <p>The funding spectrum is broad. An important aspect to a robust business ecosystem is the ability for early-stage entrepreneurs and scaling companies to access capital for product development and validation and to support their company’s growth. At the ideation and concepting stages, entrepreneurs typically self-fund and seek friends and family for support. As they move to commitment stage, funding is accessed through government grants, crowd funding and, potentially, angel investors. Angels continue their support through the validation phase when the entrepreneur may access Series A funding from venture capital organizations. As the company begins to scale Series B will be secured and the company may go public.</p> <p>The health of an innovation ecosystem can be measured by the frequency of funding and overall total funding contributed. Technology companies in Calgary have lagged others in Canada due to insufficient access to capital within the local market. This has created two significant concerns within the ecosystem. First, many have sought external funding opportunities in other markets which can be a draw to relocate or split operations. The second is it has created a reliance on government funding which leads to low accountability, stunted growth, and, for many, a severe lack of critical feedback that is essential at early stages.</p> <p>Startup Genome’s 2019 benchmarking of Calgary cited a significant gap in early stage investment despite the level of wealth in the city. Consequently, startups look outside our ecosystem to secure angel investment and may consider moving their companies closer to their customers and/or investors. Angel investors and early access to capital play a strategic role in increasing the survival rates and quality of startups until they are ready for Series A fund raising.</p>	
<p>Activity highlights:</p> <ul style="list-style-type: none"> Calgary ranked fourth in Canada for total deal volume –placing in the Top 5 for the first time indicates Calgary’s early stage tech ecosystem is growing. National Angel Capital Organization (NACO) announced it is locating its western Canadian office in Calgary <ul style="list-style-type: none"> There are currently 20 active angel investors in Calgary. First time the TSX Tech Investor Day was hosted in Calgary (8 companies presented after raising more than \$50 million in early stage capital) InterGen has invested approximately \$4 million leading to a further \$30 million being raised by Calgary companies. Local investors recapitalized funds for the Calgary market including Builders \$115 million Fund I. UCalgary launched \$10 million UCeed fund to transform research into industry leading companies in the life sciences sector. The 51 launched focusing on supporting and funding women entrepreneurs in Calgary. 	
<p>Action plan:</p> <ul style="list-style-type: none"> Broaden engagement in technology from the investment community through an angel and family offices investment education program (NACO Academy) and support entrepreneurs’ connections with investors. Develop a plan to enhance, and educate outside investors of, syndicate opportunities in Calgary. Identify key markets that Calgary can learn from and benchmark against for key growth, and peer learning. 	

Incubators, Accelerators, Community Builders

<p>How much did we do? (Activities)</p> <ul style="list-style-type: none"> • 80 Startup Calgary Ideation Events (12 in 2020) • 30 product development projects supported by Applied Research and Innovation Services (ARIS a SAIT program) • 6 cohort-based programs deployed by Platform Calgary (2019) (Junction, Foresight, CEO Roundtable, Discover, Venture Mentoring Services of Alberta, and the Summer Incubator Program) • 30 companies accepted into Platform Startup Visa program 	<p>How well did we do it? (Outcomes)</p> <ul style="list-style-type: none"> • 4,303 participants in Startup Calgary Ideation Events (445 in 2020) • 86 companies completed Platform programs and 450 participated in Platform hosted events • \$36.7 million in seed funding secured by CDL graduates • 18 Startup Visa companies have landed in Calgary
<p>Story behind the baseline:</p> <p>A diverse network of support organizations and resources is needed to build a robust innovation ecosystem. Incubators, Accelerators and Community Builders are often the front-line support for startups. They provide programming, office/lab space, mentorship, R&D capacity, industry connections, funding opportunities and more. By enhancing and aligning these efforts we can strengthen the overall ecosystem and achieve a higher quantity and quality of startups and SMEs.</p> <p>This scenario is described by Startup Genome as a “Keystone Team” that supports existing efforts, initiates new work to fill gaps, connects all players, and coordinates alignment of the players. In response, Calgary launched the Calgary Innovation Coalition to provide connection and alignment among startup support organizations and post-secondaries. The Calgary Innovation Coalition has grown to 40 members and employs a part-time Director.</p>	
<p>Activity highlights:</p> <ul style="list-style-type: none"> • Life Science Innovation Hub signed 9 corporate members, 13 resident members, 5 non-resident members bringing occupancy to 92 per cent in the first year of operation. • Creative Destruction Labs (CDL) Rockies graduated 24 (from 50 participants) companies from 2 streams: <ul style="list-style-type: none"> ◦ Graduates raised \$36.7 million in seed funding. • 12 accelerator/incubators are active in Calgary; Platform Calgary (Junction and Summer Incubator Program), Creative Destruction Labs (CDL)-Rockies, District Ventures, Harvest Ventures, Thin Air Labs, Zone Startups, The Accelerator, Tundra Solutions, DealPoint, League of Innovators and Momentum, and KICS Lab at SAIT. New activities and accelerators include: <ul style="list-style-type: none"> ◦ CDL launched an Agribusiness accelerator stream. ◦ Zone Startups launched an AG accelerator with corporate engagement (UFA). ◦ Harvest Venture Builder Studio launched with the goal of building scaling tech companies. ◦ Health Technology Commercialization Hub (HATCH-YYC) launched. ◦ Founder Institute Calgary Chapter launched. ◦ Platform partnered with Foresight to launch a cleantech accelerator with 27 graduates from the first cohort. ◦ Olds College launched and agritech accelerator in partnership with Thrive and in collaboration with Calgary stakeholders. • InterGen Connect platform launched to match retired or transitioning business executives with later-stage startups. • Venture Mentoring Services of Alberta program matched 29 mentors to 19 mentees. • Platform Calgary’s Summer Incubator Program, with support from Western Economic Diversification and RBC, expanded beyond the University of Calgary to include 20 participants from Mount Royal University, SAIT, and Bow Valley College. 	

<ul style="list-style-type: none"> • Construction on the Platform Innovation Centre, a partnership between Platform Calgary, Calgary Municipal Land Corporation, and Calgary Parking authority continued with targeted opening Q3 2021. • Platform administers the Startup Visa Program. Since launching the program 30 companies were engaged and 20 relocated to Calgary. • The Calgary Innovation Coalition has grown from 17 members to more than 35 community building organizations participating to support innovation driven entrepreneurs, startups and enterprises.
<p>Action plan:</p> <ul style="list-style-type: none"> • Position Calgary Innovation Coalition as the “Keystone Team” in our accelerator/incubator ecosystem. • Strengthen, build, and attract industry focused, globally connected accelerators and incubators in our key sectors that include access to early stage funding for entrepreneurs. • Increase connectivity between incubators and post-secondary institutions.

Corporations

<p>How much did we do? (Activities)</p> <ul style="list-style-type: none"> • 700 qualified leads for investment attraction • 23 out bound missions in target markets • 10 in bound mission from potential investors • 5 YYC Trailblazers in AI sessions hosted 	<p>How well did we do it? (Outcomes)</p> <ul style="list-style-type: none"> • 37 companies attracted through Calgary Economic Development • 25 enterprise companies participated in YYC Trailblazers events
<p>Story behind the baseline: Established corporations play a major role in furthering innovation ecosystems when they are engaged as meaningful and collaborative partners. These relationships can offer corporations access to the ecosystem and further their understanding of innovation and startup culture. In return, they provide access to mentorship (with industry expertise), capital (alignment to their investment strategy), pilot and commercial opportunities (make them your customer), and M&A opportunities (get acquired). Corporations are also building innovative capacities internally by encouraging their employees to create solutions to their business problems at all levels.</p> <p>Corporate entities in Calgary are in the early stages of the digital transformation process and have low connectivity to startups and the innovation ecosystem overall. Calgary needs to curate corporate engagement in creating a community with more open innovation and moving engagement with the tech ecosystem beyond procurement into developing new solutions for industry.</p>	
<p>Activity highlights:</p> <ul style="list-style-type: none"> • Opportunity Calgary Investment Fund supported the expansion of Finger Food and Parkland Fuel into the Calgary market. • Advanced Micro Devices (AMD) opens Calgary office. • WeWork and Google Cloud opened locations while Shopify expanded operations in Calgary. • Energy companies announce strategic partnerships with technology partners (e.g. Microsoft/Suncor, TC Energy/AWS, Cenovus/Amazon). • ATB launches Open ATB to provide developers and problem solvers with resources to design, build, and innovate using a catalogue of open data. • Initiated a Corporate Innovators roundtable of people leading innovation in their companies to share best practices and insights as well as gaining exposure to the startup community and open innovation mindset. • Hosted 5 YYC Trailblazers in AI sessions to align and support digital transformation across key sectors. 	

<ul style="list-style-type: none"> Platform Calgary and Alberta Real Estate Foundation hosted a real estate lab with banks, brokers, developers and startups to find ways to work collaboratively and push for more overall industry wide transformation/modernization.
<p>Action plan:</p> <ul style="list-style-type: none"> Support Digital Transformation initiatives: <ul style="list-style-type: none"> Create new opportunities for appropriate corporate enterprise leaders, the innovation community, and startups to collide. Leverage existing initiatives to expand the network of engaged corporates (e.g. YYC leaders in AI, Startup Grind). Curate speakers/content (learning from other markets) to advance digital transformation. Support peer to peer learning for digital leaders (e.g. CTO Tech Talks). Continue to target and attract corporates to build our innovation ecosystem.

Local Media

<p>How much did we do? (Activities)</p> <ul style="list-style-type: none"> 3 BetaKit writers hosted during Launch Party and Innovation Week in 2019 488 Calgary tech media stories 43 Calgary-tagged stories in BetaKit 80,920 CED Newsroom page views 	<p>How well did we do it? (Outcomes)</p> <ul style="list-style-type: none"> 17 per cent increase in CED Social Media audience across all platforms 1,244,850,423 aggregated readership equivalents from CED Social media efforts (\$8,800,000 ad equivalency)
<p>Story behind the baseline: An engaged and knowledgeable media community (formal and informal) will surface and amplify stories of success, shifting local mindsets and feeding into national and international media. Calgary and Alberta media outlets need to be connected and supplied with engaging innovation stories to increase the frequency of tech stories being published. Calgary Economic Development and the Alberta Innovation Corridor will lead media engagement to enhance technology and innovation media coverage.</p>	
<p>Activity highlights:</p> <ul style="list-style-type: none"> BetaKit and Daily Hive were hosted as media guests for a tech ecosystem tour in November 2019. Daily Hive creates position for Calgary City Editor in 2019. Avenue Magazine published innovation issue in June 2020. Alberta Innovation Corridor formed to raise tech awareness in/from Alberta's two largest cities. Virtual Gurus featured on popular startup podcast "The Pitch" in February 2020. 	
<p>Action plan:</p> <ul style="list-style-type: none"> Identify, mobilize and amplify grassroots storytelling. Leverage strategic partnerships including post-secondary institutions, Calgary Innovation Coalition and Rainforest in reaching media outlets. Show ourselves as thought leaders with continued focus on "right-to-own" media-led pieces like the monthly labour study and a focus on Op-Eds. 	

Startups and Tentpole Companies

<p>How much did we do? (Activities)</p> <ul style="list-style-type: none"> • 251 startup companies identified in Alberta (1-4 employees). • 435 core tech companies (more than 5 employees) identified in Alberta. 	<p>How well did we do it? (Outcomes)</p> <ul style="list-style-type: none"> • 406 employed by Alberta startup companies. • 15,526 employed by Alberta core tech companies.
<p>Story behind the baseline:</p> <p>A diverse range of innovation-driven companies provides a critical mass of activity and employment. This includes well-known, larger players that provide engaging employment through to fast-moving, pre-commercial startups. The quantity and quality of these companies has a correlating impact on funding, exits, and caliber of the overall ecosystem.</p> <p>In 2018, Calgary Economic Development and Platform Calgary contracted Startup Genome to assess Calgary’s technology ecosystem. The report suggested Calgary has the capacity to grow startup output by five times the current level. To achieve this volume, our first step is to grow the total number of initial stage companies (number of startups started) and ensure they are progressing and growing or recycling (companies that merge, or fail and restart) into the ecosystem. Startup progress requires many resources to be easily accessible, including tools, infrastructure, training/programs, markets, customers, capital, mentorship, and more.</p>	
<p>Activity highlights:</p> <ul style="list-style-type: none"> • Calgary ranks 61st in top 100 emerging ecosystem globally (Startup Genome 2020). • 1,200 registrants to Launch Party 2019 was a 50 per cent increase from 2018. • Startup Calgary hosted events to encourage startup activation and ecosystem engagement including: <ul style="list-style-type: none"> ○ monthly meetups and Startup Weekend events. ○ 162 one on one meetings through weekly office hours. ○ 1,337 new subscribers to Startup Calgary’s mailing list. ○ Engaged over 100 volunteers to support the program. • In response to COVID-19, Startup Calgary created the “Ask Me Anything” virtual event series featuring experienced entrepreneurs helping companies navigate specific and timely issues such as refreshed sales strategies, how to approach a pivot, and leading a team through change. Through June ,126 participants engaged in the event series. • In response to COVID-19, Startup Calgary collaborated with ecosystem builders across Canada to host the first, virtual Startup Weekend Canada. With 458 participants, 41 from Alberta, the 4 Calgary-based participants captured 1st and 2nd place. Calgary entrepreneur Vibudh Singh and his company Rest Assured placed Top 5 globally. • Rainforest Alberta hosted monthly meetups and their annual community conversation. • Start Alberta Partners campaign launched to engage and profile Alberta startups and provide exposure and connectivity to the global investment community. • 15 Calgary founders traveled to San Francisco to participate in Alberta Immersion program via Connection Silicon Valley. • 24 Calgary companies showcased at Startup Island at Collision in May 2019. 	
<p>Action plan:</p> <ul style="list-style-type: none"> • Develop a comprehensive census of all tech companies in the ecosystem including stage of growth. • Establish stage-relevant programming and support to match the needs of the ecosystem and engage startups. • Enhance “top of the funnel” initiatives targeting the ‘entrepreneur curious’. • Build a robust peer-to-peer learning and mentoring network for entrepreneurs. 	

Post-secondary institutions

How much did we do? (Activities) <ul style="list-style-type: none"> • 61 companies participate in Venture for Canada (2020) • 995 students engaged in 150 startups 	How well did we do it? (Outcomes) <ul style="list-style-type: none"> • 540 students placed in internships through Venture for Canada (2020) • 220 per cent increase in Innovation Rodeo Startup Bootcamp
<p>Story behind the baseline: Post-Secondary Institutions (PSIs), especially research universities, are important sources of IP-based tech startups, as well as the talent needed by startups and established companies. Universities serve as a tremendous resource for developing the entrepreneurial mindset and building strategic partnerships that reinforce the innovation ecosystem. By aligning PSI resources and programs with the innovation ecosystem we can develop tech talent locally, foster entrepreneurial mindsets among students, and create clear paths to startups and commercialization in Calgary.</p>	
<p>Activity highlights:</p> <ul style="list-style-type: none"> • Calgary has the highest concentration of internships in Canada participating in the Venture for Canada program (connecting students with work opportunities in startups). • SAIT's Applied Research and Innovation Services (ARIS) facilitated \$7 million in applied research and product development investments and more than \$3 million in new infrastructure to support technology firms in IT, digital, web-based solutions, oil & gas, environment, carbon conversion, UAVs, Green Buildings and medical devices. In 2019, ARIS expanded to occupy two labs at the University of Calgary Research Park. • UCalgary TechFest designed to close the gap between students and tech companies in need of talent. 1,200 attendees, 48 tech companies showcased. • UCalgary convenes Aerospace Network sharing knowledge and setting priorities for growth of aerospace in Calgary. • UCalgary and Rogers Communications announce 5-year agreement to advance IoT research. • UCalgary's Hunter Hub for Entrepreneurial Thinking hosted 2,400 participants in 41 events with program highlights including Schulich Launchpad, Medventions, TENET i2c and launching WELab an entrepreneurship education program, designed to support the next generation of women entrepreneurs, leaders and innovators. • Platform and League of Innovators hosted collaborative pitch event providing an on ramp for youth to explore entrepreneurship. • MRU's Growth Compass initiative delivers evidence-based insights and intelligence on business growth and scaling. • MRU's Institute for Innovation and Entrepreneurship launched an Innovation Accelerator supporting innovation within established sector-agnostic SMEs. • MRU's Maker Studio, housed in the Ridell Library and Learning Center, actively engages students with programming that attracted more than 2,000 visits last year. • MRU launches BounceBack YYC engaging 80 students in an intense multi-day virtual hackathon that brings together the brightest minds and future leaders of our city to help accelerate the restart, recovery, and return of the Calgary experience economy. • Bow Valley College 150 Startups program engaged 995 students in 26 skill building sessions, 25 students competed in Lancing page competition, 14 completed lean startup challenges, and 456 students took part in the Innovation Rodeo. • Bow Valley College Innovation Rodeo resulted in 220% more people engaging in the Startup Bootcamp, 90% more people completing in mentor training, 580% more student registrations for the Innovation Rodeo. 	

Action plan:

- Strengthen connectivity between post-secondary institutions and their faculty with entrepreneurship and the tech ecosystem (e.g. Summer Inc., TechFest, Venture for Canada)
- Increase work integrated learning opportunities for students in tech.
- Raise the profile of Calgary’s institutions and global leaders in STEM research and commercialization (link to Local Media).
- Increase commercialization support of established organizations (Innovate Calgary, CETAC West, etc.).

Local Government

Local Government is one of the seven spokes that reflects The City’s role in developing Calgary’s innovation ecosystem. This City’s role in advancing innovation is also reflected in the Business Environment Pillar. Therefore, the Local Government piece has been incorporated into the Business Environment Pillar of this report.

Area of Focus: Place

ImagineCALGARY, the 100-year vision for Calgary speaks to Calgary being “A great place to make a living, a great place to make a life.” From this vision we can assume there is a desire for Calgary to offer a premier living environment; safe communities; a global centre for business; a centre for arts, culture and recreation; and a city that welcomes people. A city that offers these elements and communicates its sense of place will attract talent, foster innovation and lead in economic growth.

The Economist Intelligence Unit lists Calgary as the fifth “most liveable” city in the world and No. 1 in North America. The index assesses cities around the world across five categories: stability, healthcare, culture and environment, education, and infrastructure.

Calgary should be proud of the consistently high ranks achieved in this global assessment for over a decade. However, we cannot rest on our laurels. National Perception surveys conducted by Calgary Economic Development suggested other Canadians feel their own city offers more cultural offerings than Calgary. While we have the highest median income in the country and the most millionaires per capita, we also have among the highest income gaps in Canada with approximately one in 10 Calgarians living in poverty.

At the time approval by Council, *Calgary in the New Economy* suggested place metrics would include the overall quality of life rating (from annual Citizen Satisfaction survey) and the population living in the core to reflect downtown vitality. These metrics are representative of population-based accountability metrics that are available annually.

Notable Achievements

The City of Calgary’s commitment to the BMO Convention Centre Expansion project, new Events Centre, and funding strategy for the Arts Commons Transformation project will change the shape and perception of Calgary’s downtown. Collectively, these projects will generate \$1.3 billion in investment, 4,500 construction jobs and 1,536 permanent operations jobs. In addition to these announcements notable achievements include:

- Calgary continues to be ranked the most liveable city in North America and fifth in the world by the Economist Intelligence Unit.
- Population of the Centre City increased by 4 per cent to 44,991 from 2018 to 2019.
- New York Times listed Calgary as one of the top 52 places to visit in 2019. Calgary welcomed over 7.3 million overnight visitors injecting \$2.5 billion into the economy.
- 3,760,000 participants at 9,800 events and programs hosted by City of Calgary and civic partners.
- Contemporary Calgary opened in the former planetarium to bring a contemporary arts venue to the city.
- The City initiated the Gender Diversity, Equity, and Inclusion Strategy to advance gender equity and diversity on City Boards, Committees, Commissions and Council; City services; and The City’s workforce.
- City Council approved a Social Wellbeing Policy that advances principles of equity (access and inclusion); truth and reconciliation; prevention; and culture.

Next Steps

Focus has been given to the downtown in addressing the persistently high office vacancy rates. Priorities for the community in building the best place to live in Canada include:

- Engage the private sector in seeking opportunities for investment and public realm improvement.
- Identify and prioritize programming that increase visits locally and from afar.
- Pilot innovative solutions to improve safety, vibrancy and connections in the nine blocks surrounding City Hall.
- Continue to pursue future opportunities for Calgary as we near the 2024 completion of the Event Centre and expanded BMO Centre, the second largest convention facility in Canada.
- Develop a Winter Strategy to showcase Calgary as a winter destination and engage Calgarians year long.
- Inspire implementation champions and create shared value agreements with poverty reduction champions.
- Advocate for federal affordable housing funding to be invested in Calgary accelerating plans to build affordable housing units.

Accelerate urbanization and connectivity in the core

How much did we do? (Activities)	How well did we do it? (Outcomes)
<ul style="list-style-type: none"> • \$40.9 million invested in public space projects. • \$1.5 billion invested in capital projects. • 840 building permits issued. 	<ul style="list-style-type: none"> • \$720 million in construction value generated. • 109,760 square feet of office absorbed. • 1,499 people moved into downtown.

Story behind the baseline:

Ultimately, vibrancy is the word that encapsulates a thriving downtown. It is important that the downtown be economically vibrant. It is also vital to develop cultural vibrancy and a strong sense of place that impacts how residents, workers and visitors interact with our downtown.

In 2007 Calgary revealed the Centre City plan laying out the vision for the downtown core as a liveable, caring and thriving place. Since then, considerable work has been undertaken to improve downtown neighbourhoods and connect them to those directly adjacent to the core (Beltline, Ramsay/Inglewood, Bridgeland and Sunnyside). To complement the vision for the Centre City, Calgary Municipal Land Corp. launched the Rivers District Master Plan in 2017.

To focus and form a coordinated effort on economic and cultural opportunities in the downtown core, the Downtown Strategy Leadership Team was created. The work encompasses all aspects of working and living downtown, fostering a sense of place and connection to ensure a vibrant city for all Calgarians. The team brings new energy to a future-focused, collective approach to align existing projects and initiatives, thereby increasing the impact of our work. The Downtown Strategy includes four pillars important to a vibrant downtown and our city's economic resilience:

- Place — accelerating urbanization and connectivity.
- Work — increasing opportunities to work, study, and run a business.
- Live — making Calgary a more attractive place to live in and to visit.
- Connect — connecting people, goods, information, and ideas.

Activity highlights:

- City of Calgary advancing BMO Convention Centre expansion, new Event Centre and strategy for the Arts Commons Transformation Project.
- The City worked collaboratively with the Calgary Police Service, Alberta Health Services, non-profit organizations, Business Improvement Areas and community partners to implement short-term actions to address community safety near the Sheldon M. Chumir Supervised Consumption Services.
- 3,760,000 participants at 9,800 events and programs hosted by City of Calgary and Civic Partners.
- The Beltline Urban Murals Project (BUMP) is a community-driven project that showcases art, promotes tourism, improves the public realm and builds community spirit. BUMP, with assistance from the Beltline Community Investment Fund and local landlords, funded the creation of 16 murals in 2019 and drew over 1,000 people to its inaugural festival in August.
- Electric scooters from Lime and Bird hit the downtown in July 2019 as part of The City's Shared Electric Scooter Pilot. More than 150,000 unique users took e-scooters and e-bikes for a spin for 918,000 trips in four months.
- Pedestrian trips increased by 117 per cent, cycle trips 252 per cent, and transit trips 96 per cent while car trips decreased by 8 per cent into the downtown.
- The Calgary Internet Exchange (YYCIX), a not-for-profit group focused on improving the Internet experience, saw a 300 per cent increase in usage in 2019 and added Facebook to their major partners.

Action plan:

- Seek opportunities for private investment.
- Invest in physical infrastructure, amenities, and services to enhance the experiences of residents and visitors.
- Work with Heritage Calgary on downtown heritage priorities.
- Strengthen the resilience of our mobility, utility, and digital networks.
- Pilot innovative solutions to improve safety, vibrancy and connections in the nine blocks surrounding City Hall.

Expand and enhance tourism, culture and recreation assets

<p>How much did we do? (Activities)</p> <ul style="list-style-type: none"> • \$9,789,980 through CADA grant investment programs (up 102% from \$4,828,255 in 2018). • 9,118 arts education activities for youth experienced by nearly 340,000 youth. • 67 events were supported by Tourism Calgary generating \$153 million to Calgary’s economy. • 21,782 library programs with 556,392 participants delivered. • 267 events with 156,020 delegated hosted by Calgary TELUS Convention Centre. 	<p>How well did we do it? (Outcomes)</p> <ul style="list-style-type: none"> • 885 full time jobs (up 24% from 2018) and contracts to 9820 artists (up 15% from 2018) through CADA. • 51 per cent of CADA investments support agencies and activities in the downtown core. • Over 7.3 million-over-night visitors contributed \$2.5 billion to Calgary’s economy in 2019. • 93 per cent of stakeholders see Tourism Calgary as an effective champion for the industry. • 7.7 million visits to libraries across Calgary including 1.6 million visitors to the Central Library. • \$133.8 million in economic impact generated by Calgary TELUS Convention Centre
<p>Story behind the baseline:</p> <p>A vibrant art and culture industry in Calgary contributes to sense of place and our ability to attract talent. Most notably, it has been shown that investing in the arts can contribute to a vibrant downtown core and livable neighbourhoods. Art, culture, tourism and recreation are also important aspects of economic diversification. In response, Council increased funding to the arts by nearly doubling the investment in the One Calgary budget.</p> <p>Although Calgary’s tourism industry has since been devastated by COVID-19, a survey by Tourism Calgary found 86 per cent of Calgarians believe tourism contributes to the economy and quality of life. The need to continue to support Calgary’s tourism industry through the recovery will be critical, as 1 in 10 working Albertans are employed in tourism.</p> <p>Initiatives suggested in the economic strategy include:</p> <ul style="list-style-type: none"> • Support the Cultural Plan for Calgary and Living a Creative Life. • Attract, enhance and promote premier experiences and events showcasing Calgary as the Ultimate Host City. • Focus on hyper-local tourism and strategies to support local will help to rebuild Calgary’s tourism economy and the losses associated with the visitor economy. • Pursue enhanced transportation corridor linking YYC Calgary International Airport, downtown Calgary and Banff. • Continue to build on livability assets reflecting our diversity throughout the city. 	
<p>Activity highlights:</p> <ul style="list-style-type: none"> • NY Times listed Calgary as one of the top 52 places to visit in 2019. • Welcomed over 7.3 million overnight visitors to Calgary who injected \$2.5 billion to the economy. • 67 events supported through Tourism Calgary, including the 2019 Canadian Country Music Week and Awards and 2019 Grey Cup Festival and Championship Game. These events were attended by over 554,000 people and injected \$153 million to our economy. • Canadian Country Music Awards drew over \$9 million to the local economy included local music initiatives such as “Off Country” showcasing over 70 acts in 40 free shows in 18 different venues all along the Music Mile. • 65 future tourism events secured for Calgary. • 58 meetings and conventions hosted with over 13,800 delegates. 	

- 63 future meetings and conventions have been secured for future years.
- City Council increased their investment in the arts for the 2019-2022 period.
- CADA supported 169 (up from 159) not for profit arts organizations through CADA Operating Grant Program and another 17 through the Project Grant. CADA also funded 118 individual artists (up from 76).
- Launched Original People’s Investment Program designed with/by/for Indigenous community and funded 44 Indigenous artists or Indigenous-led arts organizations.
- The Cultural Activation Fund invested \$663,000 to support the development of Calgary as a Music City and to enhance initiatives that contribute economically and align with city focused priorities (Downtown Strategy, Winter Strategy).
- SpaceFinder Alberta has more than 1,475 venues listed, with most in Calgary and spread throughout the city.
- 93% of Calgarians engage with the arts and 75% report being active in multiple ways with the arts (Engagement in the Arts Survey).
- CADA funded 13,831 public arts events including 4,743 multi-cultural arts activities/events in 2019 (up 46% from 2018).
- CADA created an arts events directory and artist directory to help Calgarians connect to arts and culture activities in the city.
- Opera House (CMLC) began construction.
- Arts Commons hosted 1,039 events that drew an attendance of 260,804.
- Contemporary Calgary opened in the former planetarium to bring a contemporary arts venue to the city. The opening reception had more than 2,500 attendees.
- Rocky Ridge (January 2018) has 18,159 members while Seton (January 2019) has 12,468.
- The City’s Great Plains recreation facility won an award from the International Olympic Committee and International Association for Sport and Leisure Facilities.
- Facility improvements were completed at Sir Winston Churchill Aquatic and Recreation Centre, Max Bell Centre, Rose Kohn and Jimmie Condon Arenas, and the South Calgary Outdoor Pool.
- West Hillhurst arena refurbishment.
- The Library delivered 21,782 programs in library locations, and 4,183 programs in the community to 556,392 participants.
- New Seton Library location has welcomed over 510,000 visitors.

Action plan:

- Align hosting of arts, cultural and sport/recreation events for maximum impact.
- Develop a Winter Strategy to showcase Calgary as a winter destination and engage Calgarians year long.
- Make use of the new pop-up bylaw – using empty spaces for business, art shows, performances.
- Develop a dashboard showing arts, cultural and sport/recreation activities in summer and winter.
- Conduct surveys to understand linkage between attending events and community engagement.

Intentionally support diversity and inclusion

How much did we do? (Activities)	How well did we do it? (Outcomes)
<ul style="list-style-type: none"> • 8,798 tax returns filed at volunteer tax clinics • 847 RESPs opened • 5,000 identified plans for affordable housing units • 400,000 sliding scale transit passes sold 	<ul style="list-style-type: none"> • \$43 million in government benefits accessed through tax filing • 95% of stakeholders aware of Enough for All poverty reduction strategy goals • 4,743 multi-cultural arts activities/events (up 46%)

<ul style="list-style-type: none"> • 96,523 Calgarians enrolled in Recreation’s Fee Assistance Program • 86% increase in youth who sought assistance from the youth employment centre in 2019 • 82 employers and 5,700 youth attended the Youth Hiring Fair 	<ul style="list-style-type: none"> • Below living below Low Income Cut Off After Tax (LICO-AT) declined from 10.9% in 2014 to 8.7% in 2017 rising to 8.9% in 2018 • 88% of youth accessing programs reported their ability to find a job had increased
<p>Story behind the baseline:</p> <p>Despite the impact of the restructuring of the oil and gas sector and economic downturns, Calgary remains one of the most prosperous placed in Canada on a GDP per capita basis. Through the long growth period before the downturn in 2015 and 2016, Calgary became one of the most unequal places economically as approximately one in ten Calgarians live in poverty. There are approximately 17,000 affordable housing units for people with an annual income less than \$30,000/year spending over 50 per cent of their income on housing. Calgary has the goal of building an economy that works for everyone. We strive for an economy where all citizens have an opportunity to contribute to, and benefit from growing prosperity.</p> <p>Vibrant Communities Calgary, as the steward of the Council-approved Enough for All Poverty Reduction Strategy, is an important agent of change convening and assisting organizations and individuals that work on poverty reduction by supporting their activities aligned with the strategy, foster continuous communication, enabling shared measurement and mobilizing resources. Suggested initiatives in the economic strategy include:</p> <ul style="list-style-type: none"> • Increase economic participation for the underrepresented and unemployed. • Promote Enough for All – Calgary’s poverty reduction strategy. • Continually provide diverse housing options that people can afford. 	
<p>Activity highlights:</p> <ul style="list-style-type: none"> • In a landmark moment Bill 26: An Act to Combat Poverty and Fight for Albertans with Disabilities increases and indexes the rates for Albertans who receive Assured Income for the Severely Handicapped, Income Support and Alberta Seniors Benefit. • The Low-Income Transit Sliding Scale program has had a great effect on the lives and livelihoods of those receiving it. • The Community Hubs Initiative (partnership between United Way, Rotary and The City of Calgary) completed evaluation plans in Sunalta, 90 per cent complete for Village Square while Bowness and Greater Forest Lawn with Genesis Centre begin soon. • In 2018, VCC undertook a refresh of E4A to clarify opportunities to leverage existing work and identify key areas of focus resulting in an Evaluation Framework and the refreshed strategy (E4A 2.0) was released in 2019 • City Council approved the continuation of the social procurement strategy, renamed the Benefit Driven Procurement Strategy, to ensure greater community benefit, including social and economic outcomes, from City purchasing and procurement. • Additional rules for high-cost credit lenders were introduced in Alberta. Previous changes to payday lending rules resulted in more than 90,000 Albertans saving over \$10 million in interest annually. In addition, the total number of individual borrowers, loans, and licensed payday lenders all declined. • A Poverty Snapshot was released to support the understanding of poverty and its impact on Calgary’s citizens. • The Calgary Local Immigrant Partnership, with The City of Calgary as the backbone, focused on creating a more welcoming and inclusive community for immigrants and newcomers by providing access to programs and services. • Following direction from City Council, The City is developing a Gender Diversity, Equity, and Inclusion Strategy to advance gender equity and diversity on City Boards, Committees, Commissions and Council; City services; and The City’s workforce. • City Council approved a Social Wellbeing Policy that advances principles of equity (access and inclusion); truth and reconciliation; prevention; and culture. 	

- The City established an Indigenous Relations Office and looked at models in other jurisdictions and engaged the urban indigenous community to develop the office and establish a strategic workplan.
- Continued implementation of the Seniors Age-Friendly Strategy.
- The City’s commitment to the Access Design Standards and the accessibility of persons with disabilities provides economic benefit to The City, with respect to employment and infrastructure.
- The Advisory Committee on Accessibility focuses on broad policy issues and advises Council on access and disability issues.
- Local Investing YYC raised over \$500,000 for three local social businesses.
- The Social Venture Institute was hosted at the Banff Centre in June, with 96 in attendance, committed to growing their businesses as well as social and economic outcomes.
- Thrive Calgary’s Community Economic Development Network is now home to the Be Local Network, Calgary’s network of community-focused businesses.
- The Be Local Store, an online sales platform for Be Local Network members launched.
- The Thrive social enterprise incubator provided training to 28 entrepreneurs.

Action plan:

- Implement poverty initiatives through identified levers of change.
- Advocate for federal affordable housing funding to be invested in Calgary accelerating plans to build affordable housing units.
- Support Calgary Local Immigration Partnership working groups enhancing services to newcomers.

Focus Area: Business Environment

Survey data indicates Calgary businesses want The City of Calgary to have a business-friendly perspective/tone and work to help diversify the economy, reduce red tape, and be fiscally responsible. These insights validate The City’s need to partner with the business community to continually improve City services and create the conditions for businesses to thrive. To continue to support businesses, it was also identified that The City needs to address issues to help encourage businesses to locate to Calgary and or provide more competitive opportunities for existing Calgary businesses and start-ups.

Since 2018, The City of Calgary has chaired the Business Environment pillar of the Economic Strategy and began work to advance the vision of, “Making Calgary Canada’s most business friendly city”. This includes the Living Lab initiative, a collaborative program between The City of Calgary and Calgary Economic Development, to formalize, simplify and market the process to open up civic infrastructure, assets (physical and digital), public spaces, transportation corridors and data to companies and academia, while providing business development and support to companies.

The first phase of this work was reported on to Council in May of 2019 (PFC2019-0604 Economic Strategy Update) and included a focus on quick wins and identifying the best ways to set up the foundation to enable The City to better support Calgary businesses.

Notable Achievements

The City of Calgary created a Business and Local Economy (BLE) team to define business friendly and set the foundations for continuing to advance the work of the Business Environment pillar, and ensure The City is business friendly wherever possible. This included focusing and aligning cross-corporate efforts to be more consistent and streamlined when interacting with, and supporting businesses.

With a defined approach of, “balancing between the needs of our residents, customers and communities with the needs of our business community,” The City aims to, “Continually improve City services to foster Calgary’s business environment, innovation ecosystem and help build the foundation for business success in Calgary.” The City’s BLE team is focused on:

- Strengthening relationships with the business community.
- Collaborating with businesses to equip them with resources and information to strengthen their resilience.
- Improving City services and processes to attract, retain and support business opportunities.
- Opening civic infrastructure (physical, digital and data) to the community to support business innovation in Calgary.
- Supporting a shift in mindset throughout the Corporation to put the customer first and adopt a “business friendly” lens for City processes and initiatives.

On March 16, City Council endorsed The City of Calgary’s COVID-19 governance structure to help flatten the curve and continue service and support to citizens, communities and businesses. A Business Sector Support Task Force was established to respond to business needs and priorities in the response and recovery from COVID-19. This included making operational decisions and sharing information to ensure coordinated support for the business community during the pandemic, and into recovery and beyond. Membership of the Task Force included representation from City Council, Calgary Chamber, Calgary Economic Development, Calgary Arts Development, Tourism Calgary, Business Improvement Areas and non-profit and business owners from various sectors.

Next Steps

- Developing a business registry to provide The City with more accurate business data, enable the creation of baseline measures, and better communicate with the business community.
- Continuing to create awareness of The City as a one stop shop for our business customers, over the phone, at the counter or online.
- Developing customer journey mapping of key industries who interact with The City most to identify gaps in customer service and opportunities to further streamline City processes and remove barriers to entry.
- Continuing to support local businesses by expanding on the successful #SupportLocalYYC campaign.
- Supporting Supply's work on Benefits Driven Procurement to enable local businesses further opportunities for procurement.

- Continuing the Business Sector Task Force with an open agenda for businesses to keep the lines of communication open, and continue to support and implement changes to bylaws and policies.

Deploy initiatives to facilitate business development and growth

How much did we do? (Activities)	How well did we do it? (Outcomes)
<ul style="list-style-type: none"> Launched the #SupportLocalYYC campaign during the pandemic to encourage citizens to support local businesses safely. Introduced video inspections to ensure that the construction industry was not disrupted and help prevent the spread of COVID-19. Waived fee for change of use development permit applications to provide relief to businesses. Created an online hub for businesses (calgary.ca/covid-business), which included tools, resources and comprehensive FAQs to help businesses navigate government pandemic communications. Enabled businesses to apply for all building permits online as of March 2019. Advocated to defer and waive fees for property taxes and planning-related applications, such as development permits and business license renewals. Dedicated staff to prioritize business license calls to advise on license types and requirements, set up licenses and update approvals in one phone call. Advocated to implement Bill 23 regarding rent relief. Worked with internal stakeholders to approve larger patios for businesses to enable them to serve more customers and be more profitable while following provincial guidelines for physical distancing. Ongoing discussions to host City space within Platform Innovation Centre. 	<ul style="list-style-type: none"> Since launching in April through to August 2020, the #SupportLocalYYC campaign has had over 2.9 million impressions of the content on City social media channels and 14,873 hashtag uses. Since reopening began in June, there was a 60% uptake in use of the hashtag, indicating growing support for local in the community as businesses reopen. Outside of City channels, the new gif stickers generated 1.6 million views in a month. These numbers show how Calgarians are embracing supporting local businesses. Since April 2020, awareness of all City-led COVID-19 business-facing initiatives have increased an average of 20%, with the highest being a 30% increase in awareness for the #SupportLocalYYC campaign. The COVID-19 pandemic has impacted business' views of trust in The City compared to previous opinions of trust. Notably, business trust in The City recently more than doubled to 43% in Q2 2020 and 40% in Q3 2020. With significantly more business panelists now saying they trust The City than in previous survey waves, this can likely be attributed in part to The City response to COVID. In 2019, perception of The City's communications with businesses saw consistent declines; however, a majority (62%) of businesses in 2019 agreed they were informed about "what's going on with The City of Calgary and the issues that affect them as business leaders." Although impacted by COVID, perceptions of communications and being informed are improving. To date, over 9,500 video inspections have been completed. From launching in March 2020 to end of July 2020, the calgary.ca/covid-business home page received 28,010

	<p>pageviews, with an average of approximately two minutes spent on the top pages within the site.</p> <ul style="list-style-type: none"> • On average, the online chat received over 500 license conversations per month from March to July 2020. • Since enabling extended temporary patios, we have seen 200 applications.
<p>Story behind the baseline:</p> <p>The efforts to be business friendly are continuous, as there are always opportunities for improvement. This is especially true post COVID-19 pandemic, with more businesses challenged to maintain operations than before, and a momentum created within The City of Calgary to better provide immediate and urgent support. Through the work led by The City of Calgary's Business and Local Economy team in partnership with business stakeholders, civic partners and cross-corporate partners, we continue to improve City services to foster Calgary's business environment, innovation ecosystem and help build the foundation for business success.</p> <p>The activities highlighted below illustrate the progress made in support of these objectives and our plans to continue that progress throughout 2020 and 2021.</p>	
<p>Activity highlights:</p> <p><u>Before COVID-19</u></p> <ul style="list-style-type: none"> • Piloted improved in-person counter support to help Calgary business owners start and open their businesses faster. • Proposed pop-up and interim businesses in any commercial area, eliminating lengthy approval processes and license restrictions to attract tenants to vacant spaces. • Confirmed Benefit Driven Procurement pilot projects to either explore below trade agreement threshold opportunities with small and medium-sized business, or pilot an RFP with Community Benefit weighting added to the evaluation for over threshold purchases. • Created three new Business Improvement Areas (BIA); Beltline, Crescent Heights, Bridgeland bringing the total to 15 supporting over 6,000 businesses. The Calgary Parking Reinvestment Program disbursed \$1.5 million through the BIAs for public space improvements. • Launched a tiered licence category for short-term rentals, enabling hosts to apply and receive a digital licence in one business day. More than 700 hosts have been able to provide uninterrupted service through short-term accommodations to visitors since launch. • Approved by Council, the Centre City Enterprise Area was made permanent with respect to change of use applications. This means for a large part of the Centre City, businesses can open in new spaces in existing buildings without a development permit. This has removed considerable risk and other City requirements in choosing a new location for a business. It also saves applicants on average 15 days in getting to revenue operations. • Finalized the first phase of improving the relationship with the Indemnified Contractors including a revised permit-to-permit model, improved valve processes, roles and responsibilities, and other City operational practices. 	

- Simplified the development agreement application process and related agreements for our industry customers. The changes will benefit customers by providing more predictable outcomes and cost certainty. As of January 2020, developers no longer need to work through three separate agreements – the Interim Indemnity Agreement and the Special Clauses Agreement will be rolled into one new Development Agreement, while the Master Development Agreement will be replaced with an online document called the Standard Terms and Conditions.
- Reduced barriers for new developers to enter the Calgary market, by implementing changes to The City’s Tiering and Securities framework. The City uses a Tiering and Securities framework to rank developers into tiers that determine the securities amount required before construction begins. The revisions provide a risk-managed approach to supporting new investment opportunities through easing securities requirements for developers who meet their performance requirements. The changes will allow developers to use money for other community investment instead of capital being locked into securities. The end goal is to support a robust development industry that addresses demand in Calgary’s new and existing communities.
- Clarified code requirements for micro distilleries not only for Calgary, but across Alberta. Requirements for micro distilleries are not mentioned in the National Building and Fire codes, which has created confusion on the part of business owners and municipal building and fire departments. City Administration from Calgary Building Services, Calgary Fire Department, members of the craft distilling industry, and building and fire authorities from across Alberta collaborated on this project.
- Announced the acceptance of bonds issued by a surety company as a form of security for Development Agreement obligations. Previously, only letters of credit issued by a bank were accepted. The City has taken this work one step further, now accepting Bonds as a form of security for Development Engineering – Indemnification Agreements, Roads - Indemnification Agreements and Shoring Agreements. If they wish to use a bond, developers will have more flexibility with their working capital. This will allow them to reinvest the money that had been tied up in a letter of credit into additional projects, which contributes to keeping Calgary’s economy going through these tough times. Calgary is one of the first large municipalities in Canada to provide this option for development obligation security.
- As of March 2019, all Building Permits can be applied for online. Significant improvements to online building permit application and review processes for Commercial Multi-Family projects are being rolled out before Q3 2020. These improvements will allow City officials to review and approve applications more efficiently and more quickly.

During COVID-19

- Advocated to the provincial and federal governments on financial supports and other reliefs to sustain businesses during the pandemic. This included a memo to the Government of Canada on rent relief crafted in partnership with the Mayor’s Office.
- Launched the online hub for businesses at calgary.ca/covid-business to pull together resources, tools, FAQs and latest updates for businesses. From launching in March 2020 to end of July 2020, the home page received 28,010 pageviews, with an average of approximately two minutes spent on the top pages within the site.

- Launched a support local campaign under the hash tag #SupportLocalYYC with [social influencers](#) to help support the message. This included an [online toolkit for businesses](#).
- Launched the [Be Kind to Business](#) campaign to continue to support businesses throughout the reopening process.
- Created videos to highlight businesses in Calgary that had gone above and beyond during the pandemic. Businesses featured included:
 - [Marathon Ethiopian restaurant](#)
 - [Fuse33 Makerspace](#)
 - [Naked Tea Leaf](#)
- Created a [“Here for You” video](#) to businesses and participated in a Calgary Chamber webinar and City of Calgary live townhall to keep businesses informed during relaunch.
- Approved by Council, the following immediate financial support measures:
 - Waived business license renewal fee for one year to reduce the financial burden on businesses. Waiving the renewal payment reaches almost 40,000 businesses in Calgary.
 - Waived taxi and limousine driver’s licence renewal fees (2020 May 15 – 2021 May 14). Waiving the renewal payment would result in an average cost savings of \$141 for almost 5,000 taxi and limousine drivers.
 - Extended licence expiry dates for taxi and limousine driver’s licences (expiring 2020 March – 2020 May).
 - Reduced 2020 Taxi Plate Licence Renewal fee and 2020 Limousine Plate Licence Renewal fee by 50 per cent, and extended renewal periods by an additional 90 days.
 - Waived licence reinstatement fees for drivers unable to submit the mechanical inspection form within the prescribed timeframe.
 - Waived fee for on-line Livery Driver Training Program.
 - Six-month relief efforts effective May 1, 2020 including:
 - Waived fees for change of use and home occupation (class 2) development permits, residential certificates of compliance and pre-application fees, to support businesses adapting to COVID-19.
 - Deferred fees for commercial building permits, development permits, subdivisions, land use amendments, outline plans and road closures. 75% of payment deferred to final stages of approval, offering financial flexibility of better cash flow management through projects.
 - Fee simplification through elimination of the set up front deposit, simplifying by applying one common fee schedule rate to all outline plans and land use amendments, and applying the deferral relief above.
 - Extensions on development and building permits offered to ensure existing approvals will not expire while businesses deal with the impacts of COVID-19.

- Waiving the fee for pre-application meetings. These meetings are with a multi-disciplinary team of subject matter experts including planners and engineers, to help customers prepare for their application; proactively ensuring the approvals process runs smoothly on the onset.
- Delayed property tax payments until Sept. 30, 2020 without a late payment penalty for citizens facing financial hardship because of COVID-19.
- Introduced Case Managers to develop guidelines to support business during the pandemic, specifically designed to support businesses pivoting their business model as they re-open.
- Accepted electronic submissions of documents for applicants enrolling in the Livery Driver Training Program.
- Developed a [guide to reopening a business](#) to support businesses during relaunch stage 1 and stage 2.
- Provided an education-first approach to assist and support businesses in complying with the Public Health Act orders and recommendations. Businesses were kept apprised on the state of the pandemic, social distancing measures and implementation and education of the mask bylaw via updates from the Business Sector Support Task Force and external communications efforts.
- Developed a new process to support local establishments for approvals of temporary patios on public lands, as well as additional measures to process applications for those on private property. Enabled a streamlined process for the temporary expansion of existing Outdoor Cafe Development Permits to support small businesses dealing with the impacts of COVID-19, and to assist with physical distancing. The new temporary process cut the approval time in half. Businesses were able to apply for their temporary extensions on June 16, 2020, with an expiry date of October 31, 2020.
- Approved by Council, amendments to the land use bylaw 1P2007 as follows:
 - Eliminated the requirement for permitted uses to meet parking requirements when going into an existing building in Industrial, Commercial and Mixed-Use Districts Allowed speakers for outdoor cafes.
 - Eliminated the size maximum and distance required for an outdoor café near residential uses.
 - Increased the range of allowable Pop-Up Uses and Interim Uses.
 - Extended timelines for Special Function – Class 1.
 - Increased the 6 metre limit on outdoor merchandise displays for Retail and Consumer Service, Pop-Up Uses and Interim Uses.
- Introduced video inspections. Calgary Building Services ensured that the construction industry was not disrupted and also helped to prevent the spread of COVID-19 by reducing the number of person-to-person interactions. The introduction of video inspections has now enhanced the inspection experience by arranging inspections that are more private and convenient for customers.
- Developed eligibility guidelines, internal and external communications and processes in support of the Council approved March 18 – June 18 2020 utility payment deferral for water, waste and recycling customers. Over 9,000 commercial customers and non-profit organizations that met the criteria of having consumed less than 2,500m³ of water in 2019, were identified as eligible for payment deferral of their water, waste and recycling billing. Those that deferred payment have been offered the option of choosing

installment plans of either 3, 6, or 10 months to pay for their arrears. Larger commercial customers requesting installment plans for arrears are being referred by ENMAX to Customer Experience for case-by-case review.

- Deferred utility payment for eligible customers that have arrears and have not signed up for an installment plan will be automatically opted in to a 10-month plan.

Contributing to Innovation

- Launched 9 Block Program aimed to establish partnerships and foster collaboration to improve safety and vibrancy downtown.
- Alberta Transportation has an application to pilot automated vehicles on roadways.
- Moving forward with the online platform ShopHERE which focuses on small independent businesses and artists within a Business Improvement Area and other areas in Calgary that currently do not have the resources to build an online store. ShopHERE is only one part of a broader package of supports that will roll out over time, and is a first step toward more support for businesses wanting to get online. The initiative started with the City of Toronto and is being rolled out by Google across Canada for municipalities that can opt in.
- Leverage the Living Lab program to explore the City of Calgary as a first customer for technology companies.

Action plan:

- Continuing the Business Sector Task Force with an open agenda for businesses to keep the lines of communication open, and continue to support and implement changes to bylaws and policies.
- Developing a business registry to provide the organization with more accurate business data, enable the creation of baseline measures, and better communicate with the business community.
- Developing strategies and supports to keep our industrial land competitive.
- Continuing to promote The City as a one stop shop for our business customers, over the phone, at the counter or online.
- Developing customer journey mapping of key industries who interact with The City most to identify gaps in customer service and opportunities to further streamline City processes and remove barriers to entry.
- Supporting Supply's work on Benefits Driven Procurement to enable local businesses further opportunities for procurement.
- Supporting Green Line as the project reaches out and works with businesses throughout the next stages. Will seek to support businesses and identify impacts and potential risk mitigations.
- Continuing to support local businesses by expanding on the successful #SupportLocalYYC campaign. This campaign may transition as we move into recovery but the goals will remain the same – to support Calgary's business community and create connections and promote idea sharing within the business community.
- Improving the online information and experience for business on calgary.ca. I.e. a one-stop, online hub for business, by utilizing the success of the online hub for businesses created during COVID-19 (calgary.ca/covid-business), and learnings from the customer journey mapping.

- Continuing the workplan of the Business Advisory Committee, this committee of Council will continue to connect with the greater business community, prioritize service improvement recommendations, and provide additional guidance on opportunities for implementation.
- Eliminating the requirement for permitted uses to meet parking requirements when going into an existing building in Industrial, Commercial and Mixed-Use Districts.
- Piloting the expansion of the Centre City Enterprise area to all commercial properties to reduce processes and barriers of entry for businesses, and ease their planning to re-populate space after significant business closures due to COVID-19.
- Reviewing the Livery Transport Bylaw and associated fee schedule. With Council's endorsement, the proposed regulatory framework options will help guide Administration and shape the detailed bylaw and fee schedule, to be presented to Council in 2021 Q1. The proposed regulatory framework is designed to streamline regulations and operations for industry stakeholders, enhancing public and driver safety, and provide accessible, affordable and convenient choices for customers.
- Launching a Commercial Building Energy Benchmarking program in the second half 2020 to help large building owners measure and compare their energy use with other Calgary facilities. The City will be providing an energy advisor to help businesses review their energy use.
- Planning a Climate Symposium for March 2021, with focus on businesses and the public.
- Evaluating whether or not to make the development exemption for exterior renovations and additions less than 1,000 square metres a permanent component of the Centre City Enterprise Area.
- Continuing to support the "9 Block initiative" led by the Mayor's Office. Opportunities identified for collaboration when seeking to improve areas of downtown while supporting businesses who may be able to help revitalize an unused space by piloting quick solutions.
- Continuing to develop the film industry and other creative industries, The City and Calgary Economic Development will work collaboratively to support the sector and refresh the Operating Principles to support an efficient and effective approach to meet the creative industries' unique requirements. An annual review of all procedures and processes will be conducted by representatives of Calgary Economic Development and The City, and continuous improvement recommendations will be made accordingly.
- Continuing to build connections between The City of Calgary (procurement, smart cities, living lab) and the innovation ecosystem.
- Continuing the Business Sector Task Force with an open agenda for businesses to keep the lines of communication open, and continue to support and implement changes to bylaws and policies.

Develop Calgary as a living lab

<p>How much did we do? (Activities)</p> <ul style="list-style-type: none"> • 38 Living Labs projects to-date. • Exploring Living Labs Phase 2 (co-creation models, designated living labs and City as a first customer). 	<p>How well did we do it? (Outcomes)</p> <ul style="list-style-type: none"> • Feedback on the Living Lab projects have been overwhelmingly positive. • Ongoing conversations with possibility of resources assigned soon to plan and deliver second phase.
<p>Story behind the baseline: On the path to developing and commercializing new technology, access to physical and digital infrastructure to test concepts and products is crucial. The City of Calgary is an excellent resource to support the growth and development of local companies and attract companies to our growing innovation ecosystem. Through access to public spaces, transportation corridors, data and digital infrastructure, The City provides companies the opportunity to test products in a real-life environment. The Living Labs program is a collaborative program with The City offering access to infrastructure and Calgary Economic Development providing business development support to companies. Living Labs is a great example of collaborating cross-corporately to provide direct support to companies that strengthen our local economy.</p> <p>Initiatives suggested in the Economic Strategy include:</p> <ul style="list-style-type: none"> • Share and license City of Calgary data on a large scale • Open City infrastructure to create wireless (5G ready) zones with industry partners • Extend dark fibre footprint to business/industrial parks and transit-oriented development sites • Explore new ways for adoption of technology and innovation to provide solutions to municipal challenges <p>The activities highlighted below illustrate the progress made in support of these initiatives and our plans to continue that progress throughout 2020 and 2021.</p>	
<p>Activity highlights: Ongoing availability of City assets for the Living Lab initiative.</p> <ul style="list-style-type: none"> • The City now has over 600 km of dark fibre built throughout Calgary’s four quadrants. • The City has collaborated with major telecommunications and utilities companies to be 5G Ready by 2020. The City now has a process in place and is accepting applications for 5G hardware deployment. • The City of Calgary offers over 600 open datasets online. 	
<p>Action plan:</p> <ul style="list-style-type: none"> • Further planning for delivery of Living Labs Phase 2 in collaboration with our business and entrepreneur community. • Exploring potential of a City Experience Centre within Platform Innovation Centre with open and flexible programming to showcase City innovations, to host smart city conversations and build important relationships with the innovation community. 	