

*Building on our Energy: a 10-year economic strategy for Calgary***Calgary Economic Development Supplementary Indicators Update**

As of May 11, 2016

Items marked with an '*' in this report are new items from the December 2015 report to PFC.

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Global Energy

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

G1.1 Promote the social, environmental and innovative advancements in the energy industry	
Lead: Calgary Economic Development	
How much did we do?*	How well did we do it?*
<ul style="list-style-type: none"> Contributed to provincial Climate Change panel Participation with Energy Futures Lab 	<ul style="list-style-type: none"> 63% of Canadians believe oil and gas industry provides benefits for the whole country (2013 Canada West Foundation) 37% believe oil and gas balances economic growth with protecting the environment (2013 Canada West Foundation) 68 renewable energy companies in Calgary in 2015 11,200 people employed by renewable energy companies in 2015 vs. 7,100 in 2014
Story behind the baseline* Opportunity Calgary funding received to accelerate trade and investment attraction in renewable energy and clean technologies. Through consultation with stakeholders this action in the Economic Strategy will be adjusted to reflect the advocacy work being undertaken by industry and Calgary Economic Development's new initiatives in renewable energy and clean technologies.	
Activity highlights:* <ul style="list-style-type: none"> Opportunity Calgary funding received to accelerate trade and investment attraction in renewable energy and clean technologies Renewable Energy Advisory Committee convened Civic partners Brand Committee has conducted best practice into designing ambassador programs 	



Action plan:*

- Conduct sector research and identify attraction targets
- Conduct inbound and outbound trade missions
- Build CANWEA national conference into and an event similar to Global Petroleum Show

G2.1: Collaborate to enhance the effectiveness of international investment and trade missions

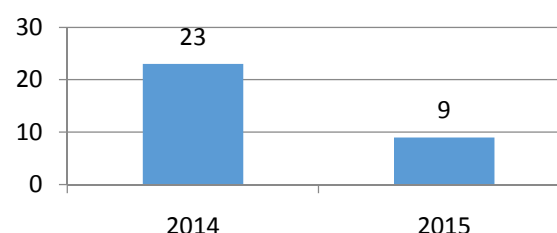
Lead: Calgary Economic Development

How much did we do?*

- Participated in 3 outbound trade missions in Q1 2016
- Attended gathering of World Energy Cities Partnership in Q1 2016
- 3 webinars held for Canada overseas trade commissioners in Europe, United States/Mexico and Brazil

How well did we do it?*

Companies supported to relocate, expand or invest in Calgary



Story behind the baseline*

Calgary Economic Development continues to forge strong relationships with Government of Alberta in executing trade and investment missions. Partnering with the Government increases our on the ground knowledge, enhances our ability to disperse information about Calgary and provides higher quality leads from trade missions.

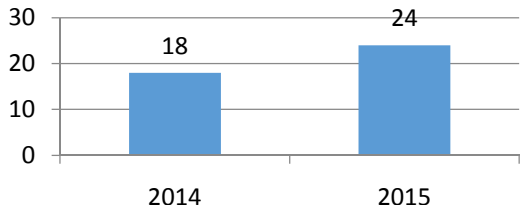
Activity highlights:*

- The Global Business Centre attracted five new tenants in 2015
- In the first five years the Global Business Centre served 40 companies, half of which established a permanent office in Calgary
- Three outbound trade and investment missions to China in Q1 2016
- Calgary Economic Development now chairs the World Energy Cities Partnership Economic Development subcommittee

Action plan:*

Strengthen relationship with Alberta's trade offices and Ministry of Economic Development and Trade to increase quality of investment leads



G2.2: Collaborate with high growth energy-related industries to maximize investment and trade opportunities							
Lead: Calgary Economic Development							
How much did we do?	How well did we do it?						
<p>No update from 2015 December report</p> <p>Number of inbound trade missions</p>  <table border="1"> <thead> <tr> <th>Year</th> <th>Number of inbound trade missions</th> </tr> </thead> <tbody> <tr> <td>2014</td> <td>18</td> </tr> <tr> <td>2015</td> <td>24</td> </tr> </tbody> </table>	Year	Number of inbound trade missions	2014	18	2015	24	<p>No update from 2015 December report</p> <ul style="list-style-type: none"> No data available regarding increase in number of energy suppliers, investments in energy related industries or exports of oil and gas technology from the Calgary region Supplementary indicators need to be adjusted to reflect availability of data
Year	Number of inbound trade missions						
2014	18						
2015	24						
Story behind the baseline* As global energy prices remain well below the highs achieved two years ago, Calgary Economic Development will remain focused on purposeful diversification.							
Activity highlights:* <ul style="list-style-type: none"> In 2015, The City of Calgary created an input/output tool to clarify the economic impact of individual sectors on the overall economy. This tool has been used by both The City of Calgary and Calgary Economic Development stakeholders. Hosted 51 inbound trade missions at the Global Business Centre 							
Action plan:* <ul style="list-style-type: none"> Expand Stampede Investment Forum to include renewable energy, financial services and agribusiness 							

Entrepreneurial Energy

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

E1.1: Make Calgary more competitive and maximize growth opportunities by increasing local intelligence outreach	
Lead: Calgary Economic Development	
How much did we do?*	How well did we do it?*
<ul style="list-style-type: none"> 314 outreach surveys completed since January 2015 9 business roundtables or open houses to understand private sector needs and concerns 	<ul style="list-style-type: none"> 38% outreach survey respondents reporting employment has increased 33% outreach survey respondents reporting anticipating employment increase in the coming year
Story behind the baseline* In 2016 Calgary Economic Development, in collaboration with the Calgary Chamber, conducted a Calgary Business Confidence Survey. Results show that while only 40% believe the economy is good,	



60% of respondents are positive about their own business performance. Businesses seek support for trade and investment, marketing Calgary and working with government to improve the policy environment.

Activity highlights:*

- Calgary Economic Development has been assessing contact relationship management software that will include a business outreach survey component. It is estimated our new CRM will be in place in July 2016.

Action plan:*

- Incorporate outreach survey information into 2016 business plan updates
- Expand outreach to include Agribusiness and Real Estate services
- Revise supplementary indicators to reflect questions in the outreach survey

E1.2: Build financial services capacity to grow and attract financial institutions (banks, fund management, investment firms, private equity).

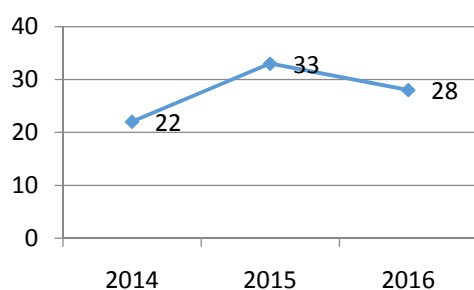
Lead: Calgary Economic Development

How much did we do?*

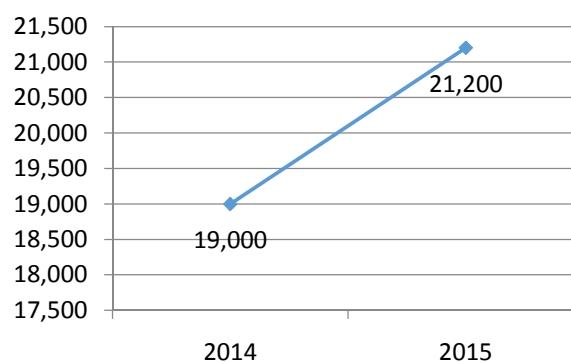
- 23 active prospects identified Q1 2016
- Working with 4 startups to assist access capital Q1 2016

How well did we do it?*

Calgary's Global Financial Centre Index ranking



Employment Calgary CMA



- Business counts Calgary CMA 2014 = 1416; 2015 = 1347

Story behind the baseline*

Since the economic slowdown, perceptions of Calgary as a place to invest have diminished. As a result Calgary Economic Development has conducted marketing missions to Toronto, Boston, New York and China to reassure the investment community that Calgary continues to be a good place to invest.

Activity highlights:*

- Participation with Government of Alberta, Advantage BC, Toronto Financial Services Alliance and Finance Montreal at the Asian Financial Forum in January 2016
- Financial Services Advisory Committee re-established



Action plan:*

- Attending the Canadian Venture Capital Association annual conference in Toronto
- Seek venture capital for Calgary based agribusiness, clean technology and renewable energy companies

E1.3: Maintain a sufficient, available supply of future industrial and employment land for development within Calgary and the region

Lead: Calgary Regional Partnership and The City of Calgary

How much did we do?*

- 4 investment attraction leads engaged by Calgary Economic Development in Q1 2016

How well did we do it?*

- Downtown office vacancy rate Q1 2016 = 20.2%
- Suburban office vacancy rate Q1 2016 = 19.1%
- Industrial market vacancy rate Q1 2016 = 7.3%

Story behind the baseline*

Calgary Economic Development continues to work with The City of Calgary and regional partners to tabulate the supply of industrial land in the Calgary region. Challenges exist because Rocky View is not a member of the partnership. In addition, there is no reliable source of data to track sales of industrial land within the region so inventory will have to be updated yearly as a snapshot in time.

Calgary Economic Development received Opportunity Calgary funds to attract headquarters to Calgary and address the rising vacancy rates in the downtown business district.

While the office market is taking the brunt of the downturn in the price of oil, by comparison the industrial market is relatively steady reflecting Calgary's continued growth as an inland port. The City of Calgary, the Calgary Regional Partnership and Calgary Economic Development will work to promote Calgary as a good place to do business due to increased availability and affordability of office space and it preeminent to reach into Canadian markets.

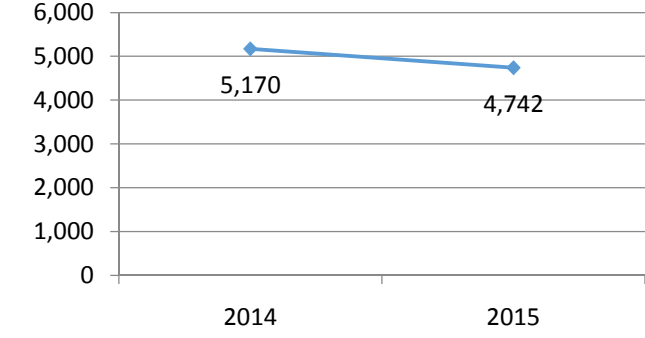
Activity highlights:*

- The City of Calgary's Open Data Catalogue allows businesses to assess industrial land for demographic information, access to services, etc.
- Calgary Economic Development is securing access to data that monitors all available commercial and industrial land and buildings in Calgary including information for competitor cities.
- Business Development Manager for Real Estate recruited May 2016

Action plan (for Opportunity Calgary initiative):*

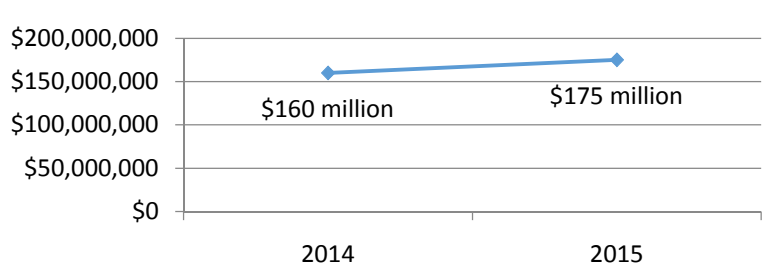
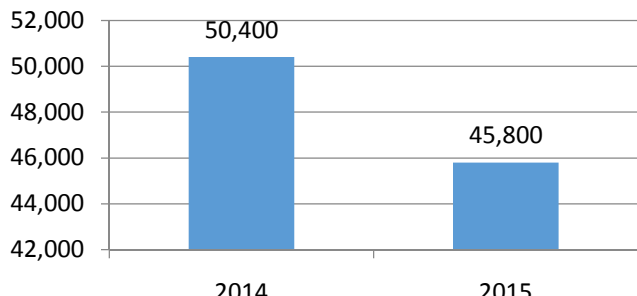
- Identify HQ attraction targets for both industrial and business park users
- Develop marketing material to attract HQ to Calgary
- Conduct missions and events to attract HQ to Calgary



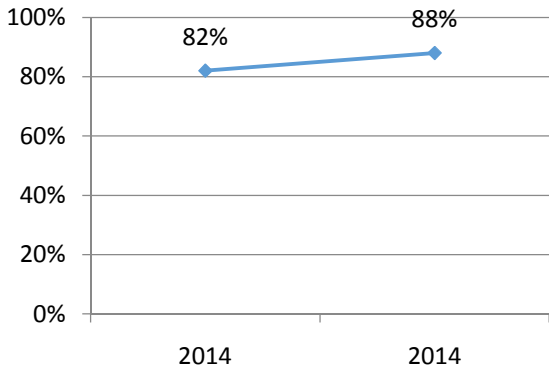
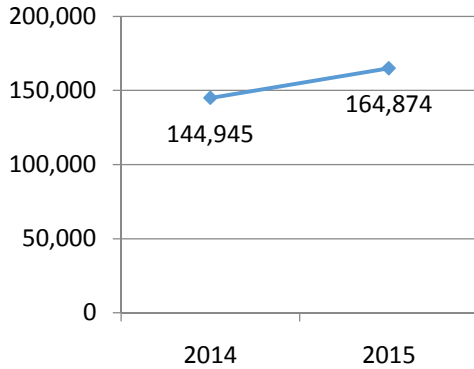
E1.4: Solidify the region's position as western Canada's premiere distribution and logistics hub							
Lead: Calgary Economic Development and Calgary Regional Partnership							
How much did we do?*							
<ul style="list-style-type: none"> 4 investment attraction leads engaged 							
How well did we do it?*							
<p>Business Counts Calgary CMA</p>  <table border="1"> <thead> <tr> <th>Year</th> <th>Business Counts Calgary CMA</th> </tr> </thead> <tbody> <tr> <td>2014</td> <td>5,170</td> </tr> <tr> <td>2015</td> <td>4,742</td> </tr> </tbody> </table>	Year	Business Counts Calgary CMA	2014	5,170	2015	4,742	<ul style="list-style-type: none"> Employment Calgary CMA 2014 = 78,700; 2015 = 80,300 55 daily international departure flights from YYC in 2015
Year	Business Counts Calgary CMA						
2014	5,170						
2015	4,742						
Story behind the baseline* Calgary Economic Development received Opportunity Calgary funds to accelerate the trade and investment activities related to the Inland Port initiative. Collaboration already exists within the region and with academic and business groups in this area. Calgary Economic Development considers this sector a high priority.							
Activity highlights:* <ul style="list-style-type: none"> Transportation and Logistics Business Development Manager recruited Transportation and Logistics Advisory Committee struck Calgary region value proposition drafted Attended supply and logistics conference in Montreal 							
Action plan:* <ul style="list-style-type: none"> Identify target companies to attract to Calgary Go to market through events, trade missions and other activities 							

E1.5: Grow the creative industries and the digital economy
Lead: Calgary Economic Development
How much did we do?*
<ul style="list-style-type: none"> 18 scouting and FAM tours in 2015, unchanged from 2014 25 meetings with studio executives and film producers in Los Angeles 14 local, national and international festivals, conferences and events



How well did we do it?*							
<div>Film and Television Production</div>  <table><tr><th>Year</th><th>Revenue (\$)</th></tr><tr><td>2014</td><td>\$160 million</td></tr><tr><td>2015</td><td>\$175 million</td></tr></table>	Year	Revenue (\$)	2014	\$160 million	2015	\$175 million	In the past 10 years Alberta has garnered 127 film and television award nominations with 30 wins
Year	Revenue (\$)						
2014	\$160 million						
2015	\$175 million						
<div>Creative Industries Employment</div>  <table><tr><th>Year</th><th>Employment</th></tr><tr><td>2014</td><td>50,400</td></tr><tr><td>2015</td><td>45,800</td></tr></table>	Year	Employment	2014	50,400	2015	45,800	
Year	Employment						
2014	50,400						
2015	45,800						
<div>Story behind the baseline*</div> <p>Calgary Economic Development received Opportunity Calgary funding to accelerate the attraction of film projects to Alberta by promoting the new Calgary Film Centre and developing programming to increase the training available to the film and television industry.</p>							
<div>Activity highlights:*</div> <ul style="list-style-type: none">• 6 major projects in 2015 up from 5 in 2014• 4 Behind the Scene episodes complete in 2015 (in conjunction with ShawTV)• Hosted Jane’s Walk to showcase film production in the community of Inglewood• Film Centre under construction in 2015 (grand opening May 2016)• Initiated and defined industry programming which will be put into full capacity in 2016 with post-secondary’s unions guilds and associations in coordination with CED & Calgary Film Centre							
<div>Action plan:*</div> <ul style="list-style-type: none">• Marketing the Calgary Film Centre and Calgary as a year round filming location• Continued work with post-secondary, union and guild to develop talent pipeline for creative industries• Calgary Arts Development and Alberta College of Art and Design to explore business training as component of post-secondary arts programming• Deploy opportunities for emerging artists to showcase their work							



E1.6: Grow tourism through enhanced local attractions and better collaboration with world-class regional destinations.													
Lead: Tourism Calgary													
How much did we do?*													
<ul style="list-style-type: none"> Total referrals to industry 2014 = 201,612; 2015 = 482,735 Revenue generated for collaborative marketing 2014 = \$344,165; 2015 = \$401,685 74 sporting events supported 													
How well did we do it?*													
<p>Industry Partner Satisfaction with Tourism Calgary Partnership</p>  <table border="1"> <caption>Industry Partner Satisfaction with Tourism Calgary Partnership</caption> <thead> <tr> <th>Year</th> <th>Satisfaction (%)</th> </tr> </thead> <tbody> <tr> <td>2014</td> <td>82%</td> </tr> <tr> <td>2014</td> <td>88%</td> </tr> </tbody> </table>	Year	Satisfaction (%)	2014	82%	2014	88%	<p>Incremental Calgary Hotel Room Nights</p>  <table border="1"> <caption>Incremental Calgary Hotel Room Nights</caption> <thead> <tr> <th>Year</th> <th>Room Nights</th> </tr> </thead> <tbody> <tr> <td>2014</td> <td>144,945</td> </tr> <tr> <td>2015</td> <td>164,874</td> </tr> </tbody> </table>	Year	Room Nights	2014	144,945	2015	164,874
Year	Satisfaction (%)												
2014	82%												
2014	88%												
Year	Room Nights												
2014	144,945												
2015	164,874												
<ul style="list-style-type: none"> Tourism contributed \$1.7 billion to the economy in 2015 through direct visitor spending Calgary overall hotel occupancy rate 63.7% in 2015 decrease 8.0% YYC total passenger traffic 2014 = 15.26 million, 2015 = 15.48 million Industry satisfaction with collaborative marketing initiatives 2014 = 82%; 2015 = 88% 													
Story behind the baseline*													
<p>Through the economic downturn, Tourism has been seen as potential to diversify the economy and maintain occupancy in downtown hotels. Campaigns have targeted youth and American locations promoting Calgary for shopping and cultural experiences.</p>													
Activity highlights:*													
<ul style="list-style-type: none"> Leading the planning and execution of Year of Music in Calgary with the goal of inspiring neighbourhoods and bringing cultural communities together to celebrate and participate in Calgary's music scene Bringing 74 sporting events to Calgary, leaving legacies and creating opportunity for grassroots sports and local athletes Developing a new in-market strategy to engage locals and visitors throughout the city and educate about all of the things to see and do in and around our city Beginning to develop a destination strategy for Calgary, examining which elements Calgary needs to be a premier destination Calgary Arts Development, together with Calgary Hotel Association, launched the Remarkable Experience Accelerator – funding to accelerate the development of remarkable arts experiences and position Calgary as a cultural hotbed for leisure travelers 													



Action plan:*

- Focusing ongoing efforts to stimulate leisure, travel trade and sport and culture related travel to Calgary
- Strong focus on regional marketing efforts
- Deploy an in-market visitor engagement strategy to ensure positive experiences
- Continue to market Calgary through the Calgary – Be Part of the Energy brand

E1.7 Support opportunities emerging from agriculture and bio-industries in support of a healthy regional economy (action added in 2015).

Lead: Calgary Economic Development

How much did we do?*	How well did we do it?*
<ul style="list-style-type: none"> • Five investment leads generated in Q1 2016 • Participated in 1 inbound investment mission in Q1 2016 	<ul style="list-style-type: none"> • Calgary Agribusiness business count 2015 = 484 • Calgary Agribusiness employment 2014 = 13400; 2015 = 11,800

Story behind the baseline*

Calgary Economic Development received Opportunity Calgary funding to accelerate agribusiness trade and investment activities. With the economic downturn, lower Canadian Dollar and growing global middle class there is tremendous opportunity to grow Calgary's agribusiness sector.

Activity highlights:*

- Recruited a new Agribusiness Business Development Manager Q1 2016
- Developed a three year strategy and annual business plan for growing Agribusiness in Calgary
- Industry sector research scoped

Action plan:*

- Conduct sector research to better understand our value proposition
- Develop marketing materials to promote the Calgary region
- Approach potential investors – Agribusiness will added to the 2015 Stampede Investment Forum

E2.1: Support continued improvement in development approvals and red-tape reduction initiatives

Lead: The City of Calgary

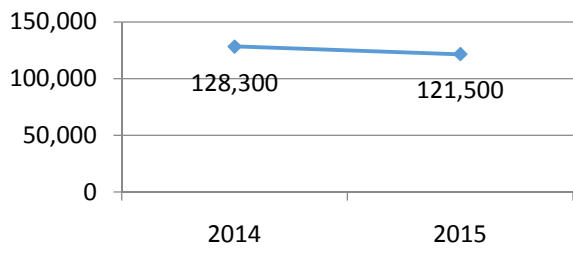
How much did we do?	How well did we do it?*
<ul style="list-style-type: none"> • Activities to be reported after Civic Innovation YYC opened 	<ul style="list-style-type: none"> • New performance measures introduced by Planning and Development in Q1 2016 • Per cent of participants in the Partners in Planning program that rated the sessions as good or better 2014 = 99%; 2015 = 97% • Per cent of development permit applications approved with 30 days of a concurrent land use approval 2015 = 20% • Per cent of development permit decisions requiring a multi-disciplinary review approved within 120 calendar days 2014 =

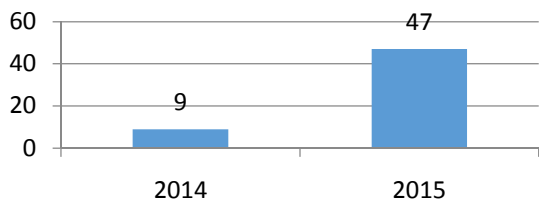


	<p>64%; 2015 = 66%</p> <ul style="list-style-type: none"> Per cent of partial building permit applications for new commercial and multi-family development issued or a review completed within 21 calendar days
<p>Story behind the baseline*</p> <p>The City of Calgary's Red Tape initiative will now be housed in the Analytics Calgary Initiative with ideas generated from Civic Innovation YYC. However, Planning and Development continues to strive to reduce development and building permit timelines.</p>	
<p>Activity highlights:*</p> <ul style="list-style-type: none"> City of Calgary initiated Civic Innovation YYC City of Calgary Planning and Development introduced revised performance metrics to align with Council Priorities 	
<p>Action plan:* (Planning and Development has refined their action plan to reflect performance metrics aligned with Council Priorities)</p> <ul style="list-style-type: none"> Improve performance to approve development permits requiring multi-disciplinary review Improve transparency and understanding of the planning system by standardizing and optimizing internal business practices and policies Improve public access to Planning Development and Assessment stewarded information Continue to implement improvements to application processes Make it easier to build developments that meet our Municipal Development Plan and Calgary Transportation Plan objectives Employ business intelligence tools and data analytics to monitor business risks and business performance. Establish service standards, metrics and targets incorporating customer feedback to provide responsive and quality service. Use customer metrics to drive service improvements, process efficiencies and value for money 	

E2.2: Improve the business support system to early stage businesses and entrepreneurs	
Lead: Calgary Economic Development (lead for this action will be moved to Innovate Calgary and Calgary Chamber)	
How much did we do?	
No update from December 2015	
How well did we do it? *	
Self-employed Calgarians	<ul style="list-style-type: none"> Calgary ranked 2nd best place to do business in Canada in 2015 (Profit Guide Magazine)



 <p>A line graph with a blue line connecting two data points. The y-axis ranges from 0 to 150,000 in increments of 50,000. The x-axis shows the years 2014 and 2015. The data points are labeled with their values: 128,300 for 2014 and 121,500 for 2015.</p> <table border="1"> <thead> <tr> <th>Year</th> <th>Value</th> </tr> </thead> <tbody> <tr> <td>2014</td> <td>128,300</td> </tr> <tr> <td>2015</td> <td>121,500</td> </tr> </tbody> </table>	Year	Value	2014	128,300	2015	121,500	
Year	Value						
2014	128,300						
2015	121,500						
<p>Story behind the baseline*</p> <p>With the economic downturn more individuals than ever are viewing entrepreneurship as a career option. Intake into entrepreneur support programs is up across agencies. More broadly, people view supporting entrepreneurs as a path to economic diversification and resiliency.</p>							
<p>Activity highlights:*</p> <ul style="list-style-type: none"> • In 2015, the Business Link returned to Calgary placing a local staff resource to support local entrepreneurs • In 2015, District Ventures was launched as consumer products accelerator • In 2015, Launch Calgary was initiated • City of Calgary supports Business Revitalization Zones in their efforts to grow their member businesses 							
<p>Action plan:*</p> <ul style="list-style-type: none"> • Designate Calgary Chamber and Innovate Calgary as the leads for this action • Refine tactics to reflect needs of the entrepreneurial community in Calgary 							

E2.3: Develop pathways to entrepreneurship for future leaders and youth							
Lead: Post-secondary Institutions							
How much did we do?							
<p>No update from December 2015</p> <ul style="list-style-type: none"> • Over 1000 students are participating in entrepreneurial programming at the University of Calgary's Hunter Centre • Innovate and their clients mentor engineering students in the capstone course 							
How well did we do it?*							
<p>Student Summer Incubator enrollment at Haskayne's Hunter Centre</p>  <p>A bar chart with blue bars. The y-axis ranges from 0 to 60 in increments of 20. The x-axis shows the years 2014 and 2015. The bars are labeled with their values: 9 for 2014 and 47 for 2015.</p> <table border="1"> <thead> <tr> <th>Year</th> <th>Enrollment</th> </tr> </thead> <tbody> <tr> <td>2014</td> <td>9</td> </tr> <tr> <td>2015</td> <td>47</td> </tr> </tbody> </table>	Year	Enrollment	2014	9	2015	47	<ul style="list-style-type: none"> • Schulich School of Engineering student capstone projects increased from 40 in 2015 to 47 in 2016
Year	Enrollment						
2014	9						
2015	47						
<p>Story behind the baseline*</p> <p>Enrollment in Calgary's post-secondary institutions is up and increasingly youth are seeing</p>							



entrepreneurship as a career option. In many cases students enrolled in entrepreneurial courses are not from the business faculty. Virtually all of Calgary's post-secondary institutions support entrepreneurial development and have arranged 'pitch' events to assist students in securing funding for their business ideas.

Innovate Calgary is seeing increased interest by post-secondary institutions in programming related to entrepreneurship. More students are showing interest in participating and learning how best to pursue their ideas.

Activity highlights: No update from December 2015

- It is still not completely understand how to identify a potential entrepreneur to offer support as early in the entrepreneur lifecycle as possible

Action plan:*

- Convene meeting of post-secondary program directors to determine common objectives for the coming year

Innovative Energy

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

I1.1: Establish and strengthen linkages between the energy and technology sectors

Lead: Innovate Calgary

How much did we do?*

- Attracted over 60 companies to Kinetica Ventures with 30 companies admitted to the program
- Secured 9 partnerships with innovation ecosystem partners

How well did we do it?

No update from December 2015

Story behind the baseline*

In the engagement leading up to the draft of *Building on our Energy* stakeholders agreed that efforts to grow the technology sector in Calgary should support the development of technologies and industries around the oil and gas industry. In keeping with that direction, Innovate Calgary received funding from Western Economic Diversification to establish the Kinetica Ventures program to help establish oil and gas technology companies in Calgary.

Activity highlights:*

- 10 Kinetica Ventures clients advanced to deep engagements
- COSIA launched the \$20 million Carbon XPRIZE challenging the world to reimagine what can be done with CO₂ emissions

Action plan:

- Continue to expand the Kinetica Ventures program
- Work collaboratively with innovation ecosystem partners in seeking funding to support research and innovation to address challenges faced by the oil and gas industry



I1.2: Build connections, capital flows and knowledge transfer between the energy finance and technology finance communities	
Lead: Innovate Calgary	
How much did we do?*	How well did we do it?
<ul style="list-style-type: none"> • 4 investor development events in select verticals • 38 marketing campaigns performed to attract industry investment to university research 	No update from 2015 December report
Story behind the baseline* Access to capital continues to be a significant challenge to startups in Calgary. Calgary needs to build a network of finance and legal professionals that are familiar with financing deals related to the technology sector. In addition, it is suggested policy is required to facilitate non-registered local investors investing in local companies.	
Activity highlights:* <ul style="list-style-type: none"> • Investment development events promote the opportunities of Calgary's technology sector to potential investors 	
Action plan:* <ul style="list-style-type: none"> • Host investment development events • Collaborate with Calgary Economic Development in attracting private equity and venture capital to Calgary's technology sector 	

I1.3: Attract foreign direct investment and trade opportunities for the technology sector	
Lead: Calgary Economic Development	
How much did we do?	How well did we do it?
No update from 2015 December report	No update from 2015 December report
Story behind the baseline* Historically Calgary Economic Development's trade and investment missions have not included a technology component. At the same time, Innovate Calgary has focused its efforts on growing the local technology sector. As such many inbound missions hosted by CED have not been closely aligned with Innovate Calgary's clients. CED and Innovate will continue to explore opportunities in this area	
Activity highlights: No update from 2015 December report <ul style="list-style-type: none"> • Continue to build relationships with Innovate to include clients on missions • Innovate identified 2 businesses considering moving to Calgary. CED coordinating with Innovate to facilitate the investment – still ongoing 	
Action plan: <ul style="list-style-type: none"> • Continue to explore activities required to strengthen Calgary's innovation ecosystem 	



- Build technology companies into future outbound and inbound trade and investment missions

I2.1: Establish new and support existing hubs of innovation, providing virtual and physical spaces where communities of interest can exchange ideas

Lead: Innovate Calgary

How much did we do?*

Membership at The Inc. increased from 27 in 2015 to 64 in 2016 (including Summer Incubator Students enrolled through the Hunter Centre)

How well did we do it?

No update from December 2015

Story behind the baseline*

Innovation hubs are being discussed or established by a number of stakeholders in Calgary. The University of Calgary, Mount Royal University and Bow Valley College have all recently launched social innovation or social entrepreneurship hubs. The Government of Alberta conducted research into the steps necessary to strengthen the social innovation ecosystem in Alberta. In addition, the federal government announce in Budget 2016, funds to establish and support accelerator and incubation programs.

As part of the Opportunity Calgary funding received by Calgary Economic Development, The City of Calgary, Innovate Calgary, Calgary Economic Development and the Office of the Mayor are exploring ways to enhance the overall innovation ecosystem in Calgary.

Activity highlights:*

- Launched Kinetica Innovation Centre at SAIT, a wet lab for energy startup companies
- Innovate Calgary has established The Inc. as a co-working space dedicated to building networks and a community around entrepreneurs who need peer support and a conducive environment to progress their opportunity
- Co led the creation of WCIO – the Western Canadian Innovation Offices, a consortium of 36 post-secondary tech transfer offices working together collaboratively
- Centre of Excellence in the New Economy, a working group established by Enough for All, is creating an action plan to develop a suite of common services for socially motivated entrepreneurs
- Mount Royal University Launched a Social Innovation Hub
- Calgary Economic Development is supporting the efforts to establish a Makerspace in Calgary
- Calgary Economic Development, Innovate Calgary and The City of Calgary have initiated a process to determine how to strengthen the innovation ecosystem in Calgary

Action plan:*

- Deploy a survey to determine the needs and services available to socially motivated entrepreneurs
- Innovate Calgary is interested in building a Social Innovation accelerator in order to support the increase of social innovations we are seeing in both the academic setting as well as in the community



I2.2: Enhance guidance, mentoring and coaching available to technology and innovation entrepreneurs

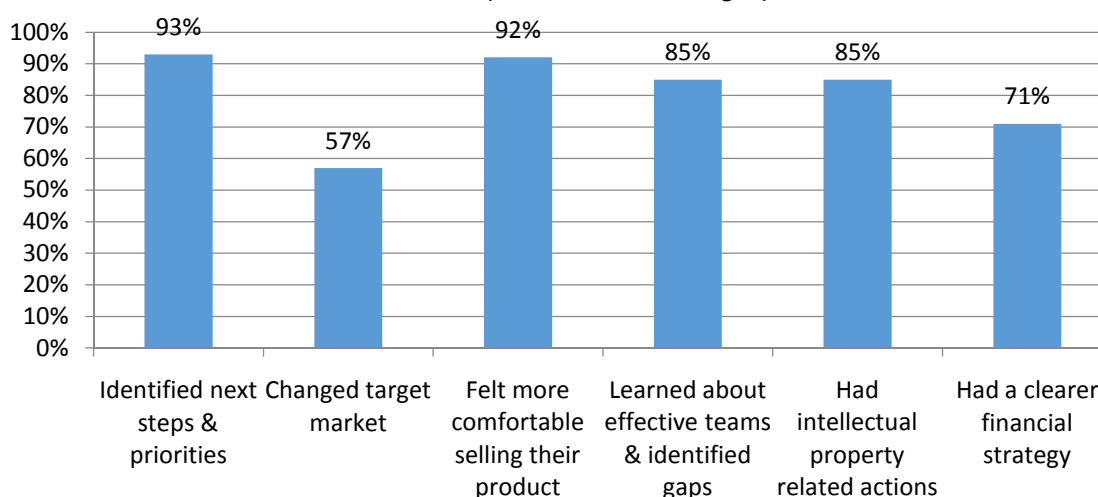
Lead: Innovate Calgary

How much did we do?*

- 500 intake assessments in 2015 vs. 335 in 2014
- 400 clients engaged in programs and services in 2015 vs. 335 in 2014 (20% increase)
- 32 Companies received one-on-one mentorship with our in-house Entrepreneur in residence tackling unique challenges to each start-up
- 101 clients received pitch coaching through Innovate Calgary

How well did we do it?*

Value of Innovate Toolkit Series for Participants (Innovate Calgary)



Story behind the baseline*

Innovate Calgary is seeing an increase over the last few years in the number of very early stage entrepreneurs approaching them with a concept or idea. They need timely and relevant business knowledge and tools they can apply right away to their business

Activity highlights:*

- Let the creation of AlbertaIN, a one stop shop of 80 innovation service providers in Southern Alberta

Action plan:*

- Innovate Calgary is developing a new program called "Discover4" which helps very early stage entrepreneurs with ideas to validate their problem and solution before they spend precious resources pursuing an idea that may not have a market

I2.3: Integrate technology entrepreneurship and intrapreneurship content in post-secondary education programs to meet the future labour force needs of the technology sector

Lead: Post-secondary Institutes

How much did we do?*

How well did we do it?*



<ul style="list-style-type: none"> Delivered Innovators Toolkit and other content to 36 participants at Lethbridge College and University of Lethbridge Delivered Innovators Toolkit and other content to 204 participants at University of Calgary 	<ul style="list-style-type: none"> Innovate Calgary's Innovator's Toolkit Client Satisfaction: The program regularly receives a satisfaction rate of ~90% by clients "Built up my confidence, I gained excellent tools and I got more business savvy - is what the toolkit series brought to my table."
Story behind the baseline* Innovation and entrepreneurship need to be developed at the post-secondary and secondary school levels providing students with the understanding and opportunity to create their own job rather than seeking employment.	
Activity highlights: No update from 2015 December report	
Action plan:* Continue to work closely with post-secondary institutions in engaging students outside of the academic setting and getting them embedded in the innovation networks in order to experience the realities of entrepreneurship outside of the classroom setting. Innovation Calgary will expand its reach where it can to partner with other post-secondary institutions looking to offer their students programming and hands-on experience	

I2.4: Celebrate and promote innovation	
Lead: Innovate Calgary	
How much did we do?*	How well did we do it?
<ul style="list-style-type: none"> Innovate Calgary Led 22 major events promoting innovation in Calgary including a Korean trade delegation, the Federal Program One Plus 5, TechRev Innovator's, TechShowcase and AlbertaIN Community Meetings Innovate Calgary supported, promoted, or sponsored 26 other community events 	No update from 2015 December report
Story behind the baseline* One of the challenges faced by the technology sector in Calgary continues to be the lack of awareness of the sector in Calgary and beyond. It is believed that telling the story of activities in Calgary will assist in keeping youth here and attracting innovators to the city.	
Activity highlights:* <ul style="list-style-type: none"> The Annual TechShowcase Event at the ARTC had over 300 attendees 	



- The 2015 Annual TechRev Innovators Event had over 225 company nominations, 93 participant companies

Action plan:

- Explore a celebratory pitch event with all 7 post-secondary institutes in Calgary
- Post technology success blogs on CED website

People Energy

Goal: Calgary embraces social inclusion and shared prosperity.

P1.1: Maximize the opportunities of all Calgarians to capitalize on their full potential.

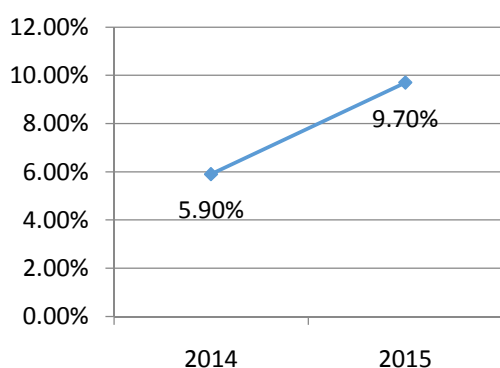
Lead: Calgary Economic Development

How much did we do?*

- Youth Employment Centre provides services to 21 high schools
- Using an intentional community development approach, community social workers supported 850 resident organizers in 433 neighbourhood projects

How well did we do it?

Youth Unemployment (ages 20-24)



No updates from December 2015 report

- High School completion 2012/13 Calgary School District 19 - 74.0%
- High School completion 2012/13 Calgary Roman Catholic – 81.0%
- Persons with disabilities (15 years and over) – 64% in labour force, 59% employed, unemployment 7% (2012)
- Aboriginal People (15 years and over) – 75% in labour force, 67% employed, unemployment 11% (2011)

Story behind the baseline*

The downturn in the economy has raised the profile of the need to retain and create jobs and to train and place people into meaningful work placements.

The City of Calgary provided Calgary Economic Development Opportunity Calgary funding to initiate the Talent Hub program which will find projects and companies that can make use of Calgary's unemployed skilled workers in Calgary through a remote workforce program.

Activity highlights:

- Community Social Workers work in 23 priority neighbourhoods to increase the social and economic participation of citizens.
- Calgary Economic Development has initiated the Re-engage Speaker series to provide information and networking opportunities to those laid off in the recent downturn. In Q1 2016 4 events have been held with almost 1000 participants across all events.

Action plan:



Building on our Energy: a 10-year economic strategy for Calgary

- Conduct labour force supply/demand study
- Target companies and locations across Canada and the United States to generate employment for skilled Calgarians

P1.2: Support the implementation of 'Enough for All' (the Calgary Poverty Reduction Initiative) in generating economic activity that provides strong social benefits

Lead: Vibrant Communities Calgary

How much did we do?*	How well did we do it?*
<ul style="list-style-type: none"> • 500+ Calgarians attended 6 different Enough for All poverty awareness and civic engagement related events • 287 RESPs were opened with 53 agencies trained to assist clients with RESPs 	<ul style="list-style-type: none"> • The Enough for All Public Awareness Task Force was successful in securing \$300K from the Calgary Foundation to launch a city-wide, broad scaled public awareness and call to action poverty reduction campaign • 70% of Basic Needs Fund clients reported the program helped them stabilize and overcome a temporary financial crisis • \$1.7 million in tax refunds received by low income Calgarians attending free tax clinics

Story behind the baseline*

As Vibrant Communities Calgary (VCC) assumed the role of guiding the continued implementation of the Enough for All strategy in January 2015, VCC committed to an annual external evaluation of its work as backbone organization and the progress Calgary was making in implementing the strategy. From Ideas to Action: the four-year implementation plan for the Enough for All poverty reduction strategy translates these directional opportunities into specific implementation strategies and focus areas.

Activity highlights:*

- Co-organized Soul of the Next Economy Forum attended by 300 leaders from Calgary's business community
- In collaboration with the Plan to End Homelessness, Enough for All stakeholders helped launch the Homeless Persons Charter of Rights
- The Financial Empowerment focus area saw expanded partnerships resulting in increased access to financial inclusion and literacy programs for economically marginalized Calgarians

Action plan:*

- 27 stakeholder groups and the Poverty Reduction Research Network will continue to utilize the implementation plan to meet the four goals set forth in Enough for All

P1.3: Collectively map, develop and implement a welcoming program for newcomers to Calgary

Lead: Calgary Economic Development

How much did we do?*	How well did we do it?*
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<ul style="list-style-type: none"> Calgary Economic Development's Connector Program facilitated 224 connections 	<ul style="list-style-type: none"> Connector Program connections resulted in 23 job offers* Median income recent immigrants 2011 - \$24,995 Average income recent immigrants 2011 - \$35,793 Recent immigrant population (15 years and over) – 83% in labour force, 77% employed, unemployment rate 7% (2011)
<p>Story behind the baseline*</p> <p>In recent years, newcomers to Canada have comprised the majority of in migration to Calgary. We know that newcomers to Canada come with skills and experience and are often highly educated and yet they are susceptible to being unemployed or underemployed. Our economy will be strengthened if we can stream newcomers into work that matches their skills and education.</p>	
<p>Activity highlights:*</p> <ul style="list-style-type: none"> In light of the Syrian refugees who will come to Calgary, the City is responding to the challenge, including developing strategic communications to support these newcomers and those interested in becoming a sponsor Calgary Economic Development in partnership with Bow Valley College launched the Connector Program to expand the professional networks of qualified, marginalized workers The Calgary Local Immigration Partnership (CLIP) received \$94,000 from Citizenship and Immigration Canada (CIC) to further engage community partners in building a welcoming and inclusive community In March 2016, The City of Calgary hosted a Calgary Welcome and Newcomers Fair that attracted 1300 attendees. The Event featured an information fair with 30 booths by City business units and community organizations providing programs and services for newcomers including public transit, English classes, and much more 	
<p>Action plan:*</p> <ul style="list-style-type: none"> Continue to operate the Calgary Connector Program Meet with the newcomer support community to discuss combined efforts to strengthen reach and results 	

Community Energy

Goal: Calgary is a vibrant, urban and prosperous community that offers people-friendly neighbourhoods, diverse housing and inspirational spaces.

C1.1: Build a range of housing options for all ages, income groups and family types to meet the needs of residents today and tomorrow

Lead: The City of Calgary and Calgary Economic Development



How much did we do?*	How well did we do it?*						
<p>Residential Building Permits</p> <table border="1"> <thead> <tr> <th>Year</th> <th>Value (billion)</th> </tr> </thead> <tbody> <tr> <td>2014</td> <td>\$4.3</td> </tr> <tr> <td>2015</td> <td>\$4.2</td> </tr> </tbody> </table>	Year	Value (billion)	2014	\$4.3	2015	\$4.2	<ul style="list-style-type: none"> Total number of suites on the City's Secondary Suite Registry (base year 2015=458 suites) Participant rating of 4 out of 5 or better for service levels on affordable housing inquiries and applications Number of years of planned land supply with an approved Area Structure Plan, for future greenfield residential development 2014 = 17.3; 2015 = 27.8 25.3% of Calgarians spent more than 30% of household income on shelter in 2011. Comparable to the Canadian average
Year	Value (billion)						
2014	\$4.3						
2015	\$4.2						
<p>Story behind the baseline*</p> <p>Availability of construction and trades workers and declining costs of construction may be reducing the cost of housing construction projects, however the demand for housing is declining leading to lower overall housing starts in Calgary.</p> <p>In February 2016, The City of Calgary Council providing additional Resiliency Funding to the Calgary Housing Company to implement programs to bring additional affordable housing units online.</p>							
<p>Activity highlights:*</p> <ul style="list-style-type: none"> The City of Calgary is monitoring several performance measures to measure processing times for development permits. The City is focussed on reducing processing times, while staying aligned with the objectives of the MDP The City of Calgary allocated additional funding to the Calgary Housing Company to increase the supply of affordable housing to low income Calgarians 							
<p>Action plan:*</p> <ul style="list-style-type: none"> Support corporate direction and implementation actions related to secondary suites Explore and implement new mechanisms to support affordable housing option Investigate and promote new and innovative financing techniques and partnerships to provide infrastructure in new and redeveloping neighbourhoods 							

C1.2: Direct future growth in a way that fosters more compact and efficient use of land, creates complete communities, allows for greater mobility choices and enhances vitality and character in local neighbourhoods.

Lead: The City of Calgary

How much did we do?*	How well did we do it?*
<p>No updates from December 2015</p> <ul style="list-style-type: none"> The City initiated the Mainstreets Strategy in 2015 The City continues to work closely with developers to focus on transit oriented development, creating complete 	<ul style="list-style-type: none"> Per cent of total population within Activity Centres and within 600 m of Corridors, as per the Municipal Development Plan 2012 = 18.8%; 2015 = 19.25% (target = 20%) Cumulative per cent population growth within the 2006 Developed Area since 2006



<p>communities, increasing the percentage of development in existing neighbourhoods and increasing the percentage of the population living within walking distance of services.</p> <ul style="list-style-type: none"> The City is launching a new planning system that will include an 'explore phase' where those applying for a development permit meet with City staff to flush out issues before applying for the permit 	<p>2014 = 16%; 2015 = 18%</p>
<p>Story behind the baseline*</p> <p>Municipal Development Plan seeks to curb outward expansion of the city. Goal is to increase population growth within the developed area in comparison with total city-wide population growth. Endeavour to accommodate 50 per cent of Calgary's future population growth over the next 60 to 70 years.</p>	
<p>Activity highlights:*</p> <ul style="list-style-type: none"> Community Neighbourhood Services has been involved in providing a social lens to land-use (MDP) and transportation plans (CTP). Work is now underway to implement the recommendations. A tool-kit on which to base feedback, grounded in policy and best practice has been developed. This is My Neighbourhood completed engagement with the 14 participating neighbourhoods in developing their visions. Work is underway to assist communities in prioritizing projects in alignment with those visions. 	
<p>Action plan:*</p> <ul style="list-style-type: none"> Implement coordinated redevelopment strategies that promote increased population and employment in activity centres and along urban and neighbourhood corridors identified in the MDP Identify and support investments in capital infrastructure that supports the evolution and growth of inner city and established communities Develop and implement growth management strategies to enable development of complete communities Promote sustainable built environments 	
<p>C2.1: Develop an integrated, multi-modal transportation system that supports a prosperous and competitive economy</p>	
<p>Lead: The City of Calgary</p>	
<p>How much did we do?</p>	<p>How well did we do it?</p>
<p>No update from 2015 December report</p>	<p>No update from December 2015 report</p> <ul style="list-style-type: none"> Annual transit ridership increased from 111.5 million trips in 2014 to an estimated 113.2 million trips in 2015 Alberta household spending on transportation \$15,360 compared to Canadian average \$12,041 (2013) – available



	at provincial level only
Story behind the baseline* Even in the economic downturn Calgary's population continues to grow with positive net in migration of people each year. The City of Calgary is committed to providing a safe, reliable, efficient, customer-focused transportation system that supports all modes of travel and promotes smart growth principles.	
Activity highlights:* <ul style="list-style-type: none"> Plans for the southwest portion of Stoney Trail were approved in 2015 with construction to commence in 2016 Construction is underway on the Trans Canada Hwy/Bowfort Rd, Crowchild Tr/Flanders Ave and Glenmore Tr/Ogden Rd interchanges Through Q1 Calgary Transit conducted a major review of 12 bus routes in the northwest and inner city resulting in new transit routes coming into effect 2016 September The City of Calgary completed the Calgary Pedestrian Strategy in 2015 The City of Calgary launched the Cycle Track pilot in 2015 	
Action plan: no update from 2015 December report <ul style="list-style-type: none"> The City may undertake 3 large transportation infrastructure projects in the next few years: Southwest Transitway, Greenline LRT, Southwest Ring Road 	

C2.2: Address greater connectivity between Calgary's primary cultural, recreation and commercial districts in the Centre City (Stampede Park to Calgary Zoo and Inglewood to Downtown West Village).	
Lead: The City of Calgary	
How much did we do?	How well did we do it?
<ul style="list-style-type: none"> The City is working to improve pedestrian connections between Beltline and downtown communities through construction of both 1st Street SW and 8th Street SW underpass improvement projects. Planning and design is underway for 4th Street SW underpass improvements. The City of Calgary implemented the Downtown Cycle Track pilot project in 2015 Calgary Municipal Land Corporation completed construction of St. Patrick's Island Bridge and Park, improving connectivity between East Village and communities north of downtown. 	<ul style="list-style-type: none"> 39,950 residents of Calgary's downtown communities in 2015* Proportion of Calgarians who have eaten lunch/dinner or shopped in Centre City once month or more since 2013 (All Calgary increased from 51% to 62%) Proportion of Calgarians who have cycled on a Centre City on-street bike route once a month or more (increased from 9% to 11%) Proportion of Calgarians perceiving the Centre City as a desirable place to live (increased from 49% to 55%)
Story behind the baseline*	



In February 2016 The City of Calgary provided funding through Opportunity Calgary to Calgary Economic Development to address the rising vacancy rates in the downtown core. Calgary Economic Development has initiated a Head Office attraction strategy to attract companies to Calgary. In addition this initiative will work with stakeholders to explore repurposing and redevelopment of areas in the core to increase livability and population in the core.

Activity highlights:*

- Promote a vibrant Centre City through the Clean to Core partnership initiatives
- Integrate business sponsorships and/or partnerships into community initiatives
- In partnership with the BRZ communities, the 2015 "Clean to the Core initiative" was implemented through a BRZ maintenance program focusing on litter pick-up, graffiti removal, poster/sticker removal from poles and street furniture, tidy garbage receptacles, fall clean-up, snow-ice removal and weed removal.
- In partnership with Community Associations and Waste and Recycling, Bylaw Officers and community cleanup volunteers have taken part in 110 community cleanups in 2015 with 1.4 million kilograms of garbage and organics collected and removed from the community.
- Calgary Economic Development launched a Head Office attraction strategy in Q1 2016

Action plan: No update from 2015 December report

- Continue to implement Calgary's Centre Plan in creating a livable, thriving and care core
- Target companies for relocation or consolidation of activities in Calgary

C2.3: Establish Calgary as an artistically vibrant city and cultural destination in Canada

Lead: Calgary Arts Development

How much did we do?

- Ongoing operational investment in 150+ not-for-profit arts organizations

How well did we do it?

- 3,193,840 attendees to operating grantees in 2014 (new data available May 2016)
- 87% of Calgarians engage in the arts through media, attendance or creation-based participation (from 2014 Calgarian Engagement Survey, new survey in field Fall 2016)

Story behind the baseline*

Positioning Calgary as an artistically vibrant and cultural city continues to be important as Calgary shifts from labour force attraction to labour force retention and increases the efforts to diversify the economy. It is an established belief that workers seek a place where they want to live as much as they do a place to make a living and national perceptions show people across Canada continue to see Calgary as less cultural than their home city.

Activity highlights:*

- Culture collaborated with stakeholders to produce and promote activities to enhance the "Year of Music" in February and March.
- Culture working with Calgary Arts Development to develop a capital strategy for arts facilities
- SpaceFinder AB to launch in 2016 – online database of over 350 rentable arts/community spaces in Calgary



<ul style="list-style-type: none"> Continue to produce the Mayor's Lunch for Arts Champions and steward the Calgary Poet Laureate program
Action plan:* <ul style="list-style-type: none"> Living a Creative Life continues with support from signatory organizations and individuals Culture to work with East Village and the National Music Center and Fort Calgary to develop guidelines for events in the area Developing a business model for Recreation to operate multi-tenant cultural facilities Develop arts spaces in new Recreation Centres Developing a Cultural Plan for Calgary

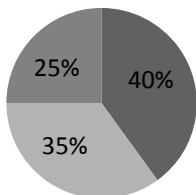
C2.4: Build a city where all Calgarians can participate in sport and recreation to the extent they choose	
Lead: The City of Calgary	
How much did we do?	How well did we do it?
<ul style="list-style-type: none"> Neighbourhood-based programming was delivered for at-risk children and youth with over 60,000 program visits including 25,000 through CAS and 34,600 through summer programming. 15,000 Fair Entry applications were processed from since the launch in May 2015 	No update from 2015 December report
Story behind the baseline Calgary is consistently seen as a recreational city with our proximity to the Rocky Mountains a draw for both visitors and new residents. It is equally important that The City continue to deliver programs relevant to all citizens allowing us to retain and attract residents of all ages and cultural backgrounds.	
Activity highlights:* <ul style="list-style-type: none"> The City provided support to community associations (CAs) through the administration of capital and emergency operating grants to increase the safety and health of our community facilities. In 2015,: <ul style="list-style-type: none"> \$35,000 was provided to two CAs for emergency operation funding and financial consultations through the Community Sustainability Reserve; and \$4 million has now been allocated from the Community Conservation Grant for 8 lifecycle plans, 143 projects, 35 engineering consultants, and 93 hazard material studies City business units and 19 not-for-profit agencies collaborated to provide quality after school programming to youth in over 50 communities. A funders table was established with representation from United Way of Calgary & Area, Burns Memorial Fund, CNS, Royal Bank of Canada Foundation and Social Venture Partners and funded five community groups based on CAS best practice, for a total of over \$200,000. Sliding scale recommendations were approved by Council in September including continued refinement towards an implementation plan and advocating to other orders of government for funding. 	
Action plan:*	



- Continue efforts on Sport Field Strategy
- Support Toursim Calgary and the Calgary Sport Tourism Authority where possible to attract events to the City
- Open Acadia Tennis Centre (Q2)
- 2016 – Opening of Huntington Hills & Southwood skate parks
- Continue to work with and support 426 partners to establish PMs and identify sport development opportunities
- Continue to work with communities to provide introductory opportunities for recreational, sport, arts and cultural programming
- Expanding programs and services that increase the accessibility of low income Calgarians and address the inclusion needs of all Calgarians.
- Adjust facilities, amenities, programs and services to better address community demand

Collaborative Energy

Goal: Calgary is the best place to live in Canada, with strong collaboration between public, private and nonprofit sector partners in building a great city.

B1.1: Position Calgary as the location of choice to live, visit, meet, start a business and invest	
Lead: Calgary Economic Development and Tourism Calgary (co-lead)	
How much did we do?*	
<p>Tourism Calgary's marketing budget allocation</p>  <p>■ Regional ■ National ■ International</p>	<p>Calgary Economic Development increased Facebook followers from 19,000 to 22,700, Twitter followers from 6,500 to 12,300 and Instagram followers from none to 5,700</p>
How well did we do it?*	
<ul style="list-style-type: none"> • Calgary Economic Development and Tourism Calgary • Over 500,000 website visits in 2015 • Over \$9 million in media generated by over 900 stories in 2015 • 2016 Perceptions Research not yet available 	
Story behind the baseline*	
<p>Marketing Calgary across Canada and key geographies around the world is the cornerstone of trade and investment attraction as well as tourism attraction for Calgary. This role becomes more important when the current economic messaging about Calgary is sending a negative message about our city. In 2016 February The City of Calgary provided Opportunity Calgary funding to Calgary Economic Development to deploy an out of market campaign positioning Calgary as a place to invest. This is a shift from past campaigns that would focus on labour force attraction.</p>	



Activity highlights:*
<ul style="list-style-type: none"> National media campaigns Mayors visits to Toronto, Montreal, Boston, New York, Washington, Los Angeles and San Francisco
Action plan:*
<ul style="list-style-type: none"> Deploy a marketing campaign that defines what we mean by 'energy', creates storylines of our people and businesses and improves Canadian perceptions of Calgary Increase national and international media coverage about Calgary positioning Calgary as a destination for business and investment Build a platform that tells the sector initiative stories and leads to more Calgarians employed, decreased downtown office vacancies

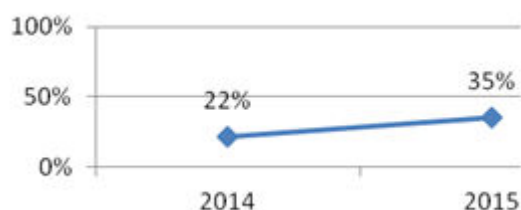
B1.2: Showcase Calgary's urban assets to the world and increase citizen participation in events and festivals	
Lead: Tourism Calgary	
How much did we do?*	How well did we do it?*
The City worked with community organizations and partners to produce 274 events	<ul style="list-style-type: none"> Events held translate into 552 Event Days in 2015. Target 550 Culture and sport bids won 2014 = 59; 2015 = 74
Story behind the baseline* Through the economic downturn, Tourism has been seen as potential to diversify the economy and maintain occupancy in downtown hotels. In addition, regional tourism is seen as another target market to attract tourism expenditures in Calgary. Finally, citizen engagement in events and festivals has a strong correlation with perception of quality of life.	
Activity highlights:*	
<ul style="list-style-type: none"> Bringing 74 sporting events to Calgary, leaving legacies and creating opportunity for grassroots sports and local athletes Beginning to develop a destination strategy for Calgary, examining which elements Calgary needs to be a premier destination 	
Action plan:*	
Work collaboratively to develop, support and deliver city-wide festivals, events, cultural activities, and community celebrations that bring Calgarians together to create a sense of community. 280 events planned for 2016	

B2.1: Implement the Economic Strategy for Calgary
Lead: Economic Strategy for Calgary
How much did we do?*
<ul style="list-style-type: none"> Almost 200 people participated in the second Economic Summit More than 100 individual meetings with Strategy stakeholders since the inception 80% of tactics commenced or complete (at March 31, 2016)



How well did we do it?*

Awareness of the Economic Strategy (Calgary Economic Development Annual Client Survey)



Story behind the baseline*

Since the adoption by Council in November 2014 Calgary's economic conditions have changed considerably. At that time, Calgary was leading the nation in GDP and population growth and business optimism was high. What we did not know at that time was that it was the beginning of an extended decline in the price of oil leading to a prolonged recession. In January 2016, unemployment in Calgary exceeded the national rate for the first time in almost 30 years. The economy contracted by 2.5 per cent in 2015 and is anticipated to contract a further 1.2 per cent in 2016. Downtown office vacancy has risen above 20 per cent.

All of this has reinforced the importance of focusing on purposeful diversification in good times and in bad times. In a survey conducted by Calgary Economic Development and the Calgary Chamber almost 75 per cent of respondents believe this downturn will result in a fundamental change in our economy. Now is the time to focus on building on our strengths in transportation and logistics, agribusiness, financial services, renewable energy, creative industries and tourism. Now is the time to strengthen the support system to entrepreneurs. Now is the time to build the innovation ecosystem to foster innovation in products, services, markets and how we do business. The Economic Strategy provides the roadmap for all of this work.

Activity highlights:*

- Calgary Economic Development received additional funds in the amount of \$6.675 million for the Opportunity Calgary initiative from the City of Calgary to accelerate the implementation of the Economic Strategy for Calgary. Accelerated activities will include transportation and logistics, agribusiness, renewable energy, creative industries and the Be Part of the Energy campaign. New initiatives include the Talent Hub and head office attraction initiatives
- Calgary Economic Development hosted the second Economic Summit with almost 200 participants

Action plan:*

- Integrate Economic Strategy messaging into the Ambassador Program
- Coordinate additional one on one meetings with all members of the Leadership and Implementation Team
- Host 2 Leadership and Implementation Team meetings in 2016
- Host Ministry Roundtables for the Minister of Economic Development and Trade
- Schedule meetings with the Members of the Legislative Assembly to share economic diversification ideas

