

# CALGARY IN THE NEW ECONOMY





## **LAND ACKNOWLEDGEMENT**

**In the spirit of respect, reciprocity and truth, we honour and acknowledge Moh'kinsstis and the traditional Treaty 7 territory and oral practices of the Blackfoot confederacy: Siksika, Kainai, Piikani, as well as the Îyâxe Nakoda and Tsuut'ina nations. We acknowledge that this territory is home to the Métis Nation of Alberta, Region 3 within the historical Northwest Métis homeland. We acknowledge all Nations – Indigenous and non – who live, work and play on this land and who honour and celebrate this territory.**

**Artwork by Hali Heavy Shield, @hali.heavyshield**







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# INTRODUCTION

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Calgary is located along the foothills of the Rocky Mountains in Alberta at the meeting point of the Bow and Elbow rivers.

Anything is possible here. We're an opportunity-rich city home to creative innovators, dreamers, visionaries and game changers. We're bold and relentless in our pursuit of possibilities.

Building upon a foundation as a centre of excellence in all things energy, Calgary continues to diversify its economy with leading global corporations and innovative local companies and startups across many industries.

From global challenges like cleaner energy, safe and secure food, the efficient movement of goods and people, and better health solutions, to advancements in the creative industries, financial services and technologies yet to be discovered – Calgary is changing with the world and helping change the world.

The economic strategy *Calgary in the New Economy* sets out to achieve an ambitious vision for our city. A vision that creates long-term prosperity and opportunities for all.

Evolving through continuous engagement with Calgarians, *Calgary in the New Economy* is a path forward toward economic diversification and an economy that is inclusive and accessible for everyone.

Charting a course for a city's economy is a challenge at any time and as global leaders we are embracing a fast-changing world with a dynamic pathway.

To ensure Calgary is positioned for the future, Calgary Economic Development pressure-tested the strategy with more than 700 community members and business leaders in 2021.

## **AN INCLUSIVE VISION**

*Calgary in the New Economy* includes a vision that represents the community's aspirations for this great city.

Calgary is a place where dreams become reality. A welcoming community that makes things happen, together. A place where creative people and innovative companies converge to make an impact and change the world.

Calgary is the place where bright minds and big ideas come together with an unmatched spirit to help solve global challenges.

# OUR COMMITMENT

## INDIGENOUS RECONCILIATION

A strong Indigenous economy is vital to Calgary's long-term prosperity. Our vision for economic Reconciliation is an equitable future for Indigenous Peoples, businesses and communities.

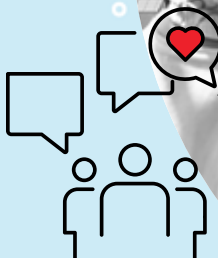
We are committed to supporting meaningful action towards Indigenous Reconciliation and the removal of systemic barriers to opportunity.

We strive to follow and encourage adoption of recommendations in the Calgary Aboriginal Urban Affairs Committee's *White Goose Flying Report*, *The Truth and Reconciliation Commission of Canada Calls to Action* and the *United Nations Declaration on the Rights of Indigenous Peoples*.

## EQUITY, DIVERSITY, INCLUSION AND ACCESSIBILITY

Equity, Diversity, Inclusion and Accessibility (EDIA) are embedded into every facet of *Calgary in the New Economy*. It aims to help dismantle the barriers that confront people from historically underrepresented and marginalized communities and create opportunities for systemic change. We hold our community accountable through reporting on metrics related to diversity in startup leadership, Reconciliation efforts, and the economic participation of newcomers and equity-deserving groups.

As a community, we are committed to making real and intentional progress across EDIA and Indigenous Reconciliation so everyone can participate in all aspects of the economy.



# KEY DRIVERS | GOALS

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The strategic framework is comprised of five connected key drivers and goals that support a future-proof, sustainable economy for Calgary. Tested against global trends and through future scenario planning, these five drivers must work in tandem to create enduring prosperity.

## **TALENT**

Home to bright minds.

## **LIVABILITY**

The best place to build a life.

## **BUSINESS ENVIRONMENT**

Top location for business.

## **INNOVATION**

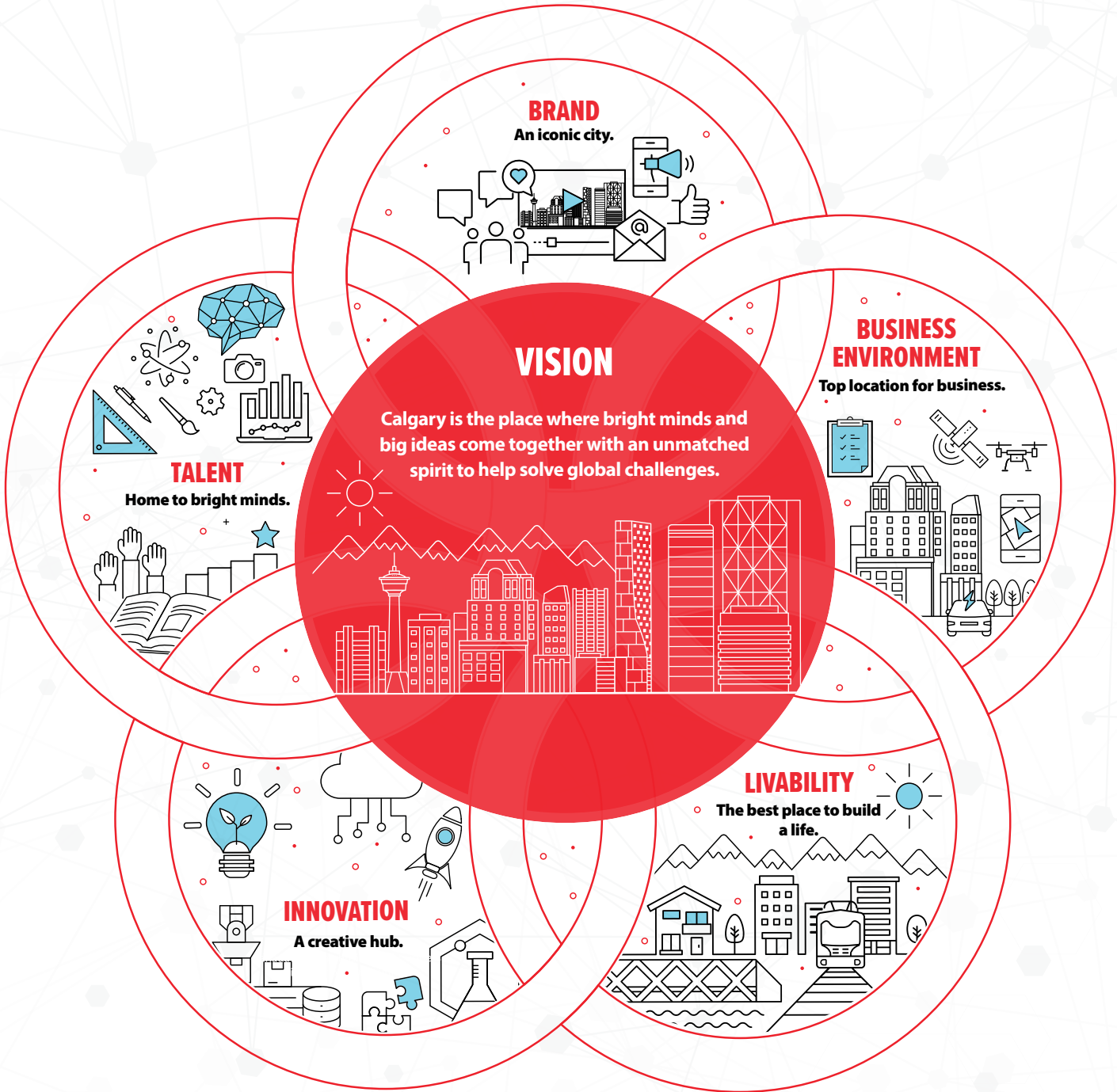
A creative hub.

## **BRAND**

An iconic city.







# TRANSFORMATIONAL INITIATIVES

As a community, we can achieve our vision and the priorities in each driver through tangible transformational initiatives.

These transformational initiatives advance multiple economic drivers.

## HOW WILL WE MEASURE PROGRESS?

To implement and improve transformational initiatives, progress is measured through the tracking of Key Performance Indicators (KPIs) detailed under each priority.



**Work-integrated learning**

**EDGE UP & digital skills training**

**Micro-credentialling**

**Live Tech, Love Life**

**LearningCITY**

**Greater Downtown Plan**

**ActiveCITY**

**Climate Resilience Strategy**

**CreativeCITY**

**Experience Economy**

**Nighttime Economy**

**Living Labs & pilot areas**

**Sector-specific permitting supports**

**Open Calgary**

**Film-friendly tax incentives**

**Innovation District**

**Attracting R&D investment, centres of excellence, accelerators and incubators**

**Opportunity Calgary Investment Fund**

**Trade Accelerator Program YYC**

**Collaborative brand initiatives influencing reputation and perceptions**

**Unified storytelling**

**Calgary Film Commission**



TALENT	LIVABILITY	BUSINESS ENVIRONMENT	INNOVATION	BRAND



# DRIVER TALENT

**GOAL: HOME TO BRIGHT MINDS.**

The economic prosperity of a community comes from its people. Calgary is a people first city. We support a learning ecosystem that develops exceptional homegrown talent who think creatively, adapt and thrive in a fast-changing world. We are a magnet for young talent with an ambitious mindset for making a global impact. Bright minds come together here to dream big, start an adventure and build something great.

## PRIORITIES

**1. Be a welcoming city where everyone can grow their careers.**

### ✓ KPIs

- Economic participation of newcomers
- Youth retention and migration
- Diverse and Indigenous representation in leadership

**2. Provide adaptive, future-focused learning opportunities that empower life-long skills development.**

### ✓ KPIs

- Level of education attained (K-12, post-secondary, continuing education / skills development)
- STEAM (Science, Technology, Engineering, Arts and Mathematics) training programs
- Availability and participation in non-traditional learning (micro-credentialing, work-integrated learning)
- Indigenous training and business acceleration program participation



**3. Attract people who want to make a difference, create solutions and change the world.**

**✓ KPIs**

- Population growth
- Employment rates across diverse sectors
- FDI (Foreign Direct Investment) and jobs created

## TRANSFORMATIONAL INITIATIVES

Work-integrated learning

EDGE UP and digital skills training

Micro-credentialling

Live Tech, Love Life

LearningCITY







# DRIVER LIVABILITY

**GOAL: THE BEST PLACE TO BUILD A LIFE.**

Calgary consistently ranks as a top livable city in the world. We are building vibrant, inclusive and connected communities where people of all backgrounds are welcome and have the opportunity to enjoy a high quality of life. Our lifestyle is active and we are home to the most extensive urban pathway and bikeway system in North America. A rich arts and culture scene and quick access to breathtaking vistas, including the Rocky Mountains, is enjoyed by locals, visitors – and the global film industry. A revitalized downtown with iconic public spaces is a gathering place for our communities and a hub for business.

## PRIORITIES

### 1. Build a city with a net zero economy.

#### ✓ KPIs

- Carbon emissions
- Renewable electricity usage
- Energy transition and climate change investment

### 2. Create a city where everyone is welcome, safe and able to build a meaningful life.

#### ✓ KPIs

- Diversity of population
- Perception of safety across dimensions of diversity
- Affordable housing
- Percentage of the population living downtown
- Perception of quality of life



Photo by Travel Alberta / Chris Amat

## TRANSFORMATIONAL INITIATIVES

[Greater Downtown Plan](#)

[ActiveCITY](#)

[Climate Resilience Strategy](#)

[CreativeCITY](#)

[Experience Economy](#)

[Nighttime Economy](#)

### 3. Build vibrant, healthy and accessible communities.

#### ✓ KPIs

- Accessible communities and infrastructure
- Perceptions of amenity-rich communities
- Convenient and accessible transit and modes of transportation
- Global livability score

### 4. Be known as an inviting city with year-round experiences for everyone to enjoy.

#### ✓ KPIs

- Accessible recreation programs and participation
- Public arts, culture and entertainment events
- Tourism and visitor economy
- Number of film and TV productions







## DRIVER

# BUSINESS ENVIRONMENT

**GOAL: TOP LOCATION FOR BUSINESS.**

Businesses are the heart of a city's economy. Being the ideal location of choice to start and scale ventures means advocating for the business community. In Calgary, there's a collaborative spirit and the right infrastructure for businesses to start, grow, invest and go global. We encourage and enable businesses to experiment, innovate and make data-driven decisions. Calgary is Western Canada's leading inland port and connects businesses with millions of customers every day. There's a passion to support local and a commitment to help each other soar to new heights. Calgary is where big ideas can become billion-dollar enterprises.

## PRIORITIES

### 1. Build a globally and digitally connected city.

#### ✓ KPIs

- 5G and digital connectivity
- Physical connectivity (air access, cargo volumes, ground and rail transportation)
- Digital transformation spend
- Commercial / Industrial real estate

### 2. Be a place where businesses are encouraged to test and use technology and data to start, grow and thrive.

#### ✓ KPIs

- Technology pilots and testing areas
- Open datasets and shared business intelligence
- Number of headquarters per capita





### 3. **Champion efficient and effective policies supporting business practices.**

#### ✓ **KPIs**

- Companies retained, attracted, expanded
- Perception that it's 'easy to do business' in Calgary
- Efficient business, development and building permits process

## TRANSFORMATIONAL INITIATIVES

[Living Labs and pilot areas](#)

[Sector-specific permitting supports](#)

[Open Calgary](#)

[Film-friendly tax incentives](#)





# DRIVER INNOVATION

**GOAL: A CREATIVE HUB.**

Calgary is a community that nurtures creativity in all sectors and facets of life. New ideas. New solutions. New perspectives.

Innovation – whether social, creative or technological – is the currency of the new economy and Calgary is embracing the opportunity. We’re a city with an accelerating startup and tech ecosystem where cutting-edge research is used to solve challenges here at home and around the world. This city is a living lab primed for eureka moments where your creative spark can ignite a community into action.

## PRIORITIES

**1. Build an environment where Calgary companies can accelerate and scale to compete globally.**

### ✓ KPIs

- Number of startups and technology companies in Calgary
- Number of venture deals and total capital funds
- Diversity of startup leadership

**2. Be a magnet for innovative and creative thinkers by investing in development and attraction opportunities.**

### ✓ KPIs

- Number and diversity of workers in STEAM fields
- Number of applicants for visas and tech immigration programs





Photo by Beakerhead / Neil Zeller Photography

**3. Accelerate real-world application of research and development through corporate investment and Post-Secondary Institution (PSI) collaboration.**

**✓ KPIs**

- Corporate R&D spend
- Sponsored research (by companies with PSIs)
- PSI spin out companies

**TRANSFORMATIONAL INITIATIVES**

Innovation District

Attracting R&D investment, centres of excellence, accelerators and incubators

Opportunity Calgary Investment Fund (OCIF)

Trade Accelerator Program YYC







# DRIVER BRAND

**GOAL: AN ICONIC CITY.**

Calgary was incorporated in 1884 and is a growing, multicultural city renowned for its community spirit, Olympic legacy and legendary hospitality. A gateway to the Rocky Mountains where the Bow and Elbow rivers meet, Calgary is a gathering place of diverse perspectives where people strive to make a difference, create equity, economic well-being and prosperity. We welcome the world to experience our unforgettable events and attractions to explore our city and call Calgary home. Together, Calgarians make the extraordinary happen.

## PRIORITIES

**1. Demonstrate Calgary is a vibrant and inclusive community with a global perspective.**

### ✓ KPIs

- Welcoming the world to iconic events and experiences
- Celebration of global festivities
- Indigenous and multicultural tourism experiences

**2. Tell a unified story to strengthen consistent and unique identity here and everywhere.**

### ✓ KPIs

- Collaborative brand awareness initiatives
- Local, national and international perceptions of Calgary



Photo by Travel Alberta / Chris Amat

**3. Share Calgary's story as an ambitious city full of energy, optimism and opportunity.**

**✓ KPIs**

- Earned media about Calgary as a city of opportunity
- Amplification of stories about Calgary
- Positive sentiment of media coverage

**TRANSFORMATIONAL INITIATIVES**

Collaborative brand initiatives

Influencing reputation and perceptions

Unified storytelling

[Calgary Film Commission](#)





# ONE CALGARY

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This is an exciting time to be in Calgary and we invite you to be part of the future.

Together, Calgary has grown its global reputation as a great place to make a living and a great place to make a life.

Government, business and community partners all support the mission to advance opportunities to achieve economic success, embrace shared prosperity and build a strong community for Calgary.

We are ready to tackle challenges together and make a global impact.

Economic development is a collaborative effort and all Calgarians play a part.

**How will you transform our city?**

**Take part at [CalgaryInTheNewEconomy.com](http://CalgaryInTheNewEconomy.com).**