

# *building on our energy*

an Economic Strategy for Calgary - September, 2014

DRAFT



**update to the 2008**  
10-year Economic  
Strategy

# executive summary

In 2008, Calgary released the 10-year Economic Strategy for Calgary entitled: *Think Big. Act Bold. Create Great.* Initiated in 2007, the Strategy was written when the wind was at our backs. Calgary was at the crest of one of the longest, most significant economic expansions in our history. The result was a strategy that emphasized Calgary's desired position as a global city—competitive, successful and recognized as a global centre of energy.

Calgary and the world have changed significantly since the original strategy was released in 2008. While the rest of the world weathered a deep, prolonged recession, Calgary's economy decelerated from 7.9 per cent gross domestic product (GDP) growth in 2006 to 1.7 per cent growth in 2008. By 2011 the economy had rebounded, recording 5.4 per cent growth. Calgary has been leading the nation since 2011, with growth exceeding 3.7 per cent each year. Recognizing the impact of this market volatility, it became necessary to take the time to evaluate our progress and reformulate our priorities as the Strategy approached the fifth year of implementation.

The process of refreshing the Strategy began with a series of CEO roundtable focus groups in 2012. Based on the outcomes of these discussions, Calgary Economic Development and the City of Calgary launched a process to update the Economic Strategy for Calgary. This process engaged more than 300 citizens, elected officials, community and business leaders from Calgary and the surrounding region to discuss the priorities set out in 2008, determine the progress made towards those priorities and to assess whether our priorities had shifted. Guiding the process was a 40 member Project Advisory Committee comprised of community leaders drawn from the public, private and not-for-profit sectors.

The Economic Strategy for Calgary is the result of stakeholders emphasizing the need to focus on our strengths—to build on our energy. For stakeholders, 'energy' referred not only to the energy sector but also the energy of our people and our city. Calgarians remain optimistic, and have identified a number of economic opportunities for the city while recognizing the need to continue to build on our global reputation and foster purposeful diversification of our economy. In addition, there is a need for a greater focus on building a strong community and ensuring that everyone living and arriving in Calgary has the opportunity to share in our prosperity.

As a result the Strategy has been renamed to *Building on our Energy*. The name aligns with the promotional brand, *Calgary. Be Part of the Energy*. The Strategy puts forward six energies as our areas of focus: Global, Entrepreneurial, Innovative, Community, People and Collaborative. These areas of focus build on the strength of the energy sector, support entrepreneurs to flourish, give greater attention to growing technology and innovation as well as raise the profile and importance of building attracting and retaining a skilled work force through a renewed focus on people and community. Finally, and most importantly, there is attention given to the need to work better together and collaborate to ensure the implementation of the Strategy is successful.

## table of contents

executive summary	02
approach	04
where we have been	04
who we are	10
where we are going	10
rationale for an updated strategy	11
what we will do differently	12
measuring success	15
update to the strategy	16
acknowledgments	54



# executive summary

## approach

**Vision:** Calgary is a city of boundless energy. The source of our energy and economic success is our sense of community and our commitment to shared prosperity and sustainable development. We welcome everyone to be part of the energy.

**Mission:** To align the City of Calgary, its civic partners, private sector and other community organizations in achieving economic competitiveness, embracing shared prosperity and building a strong community.

Goals for the Areas of Focus					
Global Energy	Entrepreneurial Energy	Innovative Energy	Community Energy	People Energy	Collaborative Energy
Calgary is an undisputed global energy centre. Our international reputation attracts new people, investment and businesses as we strengthen the energy value chain.	Calgary is a magnet for businesses fostering pathways to purposeful economic diversification and growth.	Calgary fosters a culture of innovation where problems are solved through a systems approach harnessing the power of technology.	Calgary is a vibrant, urban and prosperous community that offers people-friendly neighbourhoods, diverse housing, and inspirational spaces.	Calgary embraces social inclusion and shared prosperity.	Calgary is the best place to live in Canada, with strong collaboration between public, private and non-profit sector partners in building a great city.

The goals for the areas of focus, supporting strategies and actions were presented to community stakeholders at an Economic Summit held in May 2014. The Summit served to identify tactics, stakeholders, key performance indicators, implementation timelines, resources and risks associated with the Strategy.

*Building on our Energy* is a strategy for Calgary. It is a broad strategy meant to serve as a guiding document for everyone that contributes to the economic development of Calgary. The implementation of the Strategy will require extensive collaboration among sometimes disparate stakeholders committed to making Calgary a great place to make a living and a great place to make a life.

A leadership and implementing committee, comprised of the key economic development organizations in Calgary, is being assembled. This implementing committee will convene throughout the year and be responsible for annually reporting on the actions set forth in the Strategy. Calgary Economic Development will take the lead role in stewarding the document and reporting on progress towards the goals of the six areas of focus outlined in the Strategy.

## where we have been

In 2008, Calgary released an Economic Development Strategy that encouraged Calgarians to *Think Big. Act Bold. Create Great*. The Strategy had three broad areas of focus to establish Calgary as a competitive, successful global city:

- people and community
- business and enterprise
- international reach

These areas of focus were deliberately aspirational and premised on building foundations for long-term growth. The Strategy was designed to build a community that would attract expertise and talent from across the country and around the world, an economy built around centres of excellence, and a community with an international profile and reputation and a global centre for business and people.

Despite the recession and significant changes in civic, post-secondary and corporate leadership in Calgary since 2008, positive progress was made on 37 of 61 actions. Some key successes include:

### focus on people and community

- University of Calgary, SAIT Polytechnic and Bow Valley College have each increased their presence in Calgary's downtown core.
- The Calgary Film Centre, National Music Centre and the King Edward art incubator are advancing professional arts practice and community development in Calgary.
- New construction has begun at the Stampede, Rivers District and East Village area including the completion of Stage One of the RiverWalk Master Plan.
- A labour force supply and demand study has been completed followed by successful labour force attraction missions to targeted geographic areas.

### focus on business and enterprise

- Calgary has a number of international financial institutions with new additions including the Industrial and Commercial Bank of China, Bank of China and the Royal Bank of Scotland and was listed, for the first time on the Global Financial Centre Index, in 2012 (with a 28th place ranking – rising to 22nd in 2014).
- The Calgary Industrial Land Strategy has been updated and Calgary holds a significant supply of industrial land.
- Record breaking development permit activity including approximately 10 million square feet of new office space in the downtown core, including the Bow and Eighth Avenue Place towers.

### focus on international reach

- Calgary as a Global Energy Centre Strategy was completed in 2010 and subsequently attracted the Global Clean Energy Congress. Calgary now hosts the world's largest annual energy conference, the Global Petroleum Show.
- Calgary has attracted over \$50 billion in international business and energy investment.
- *Calgary. Be Part of the Energy* brand was released in 2011 and adopted by all of the City's promotional partners.
- The Calgary International Airport is undergoing the largest expansion in its history, opened the longest runway in Canada and is now the third busiest airport in Canada.
- The Global Business Centre, opened in 2011, has hosted 26 organizations, 19 of which have established a permanent home in Calgary.



## bringing great ideas forward

While there have been successes, many of the 61 actions from the 2008 Strategy are still ongoing. Other actions require additional efforts to be fully realized. In refreshing the Strategy, a total of 29 original actions have been consolidated or revised and pulled forward including:

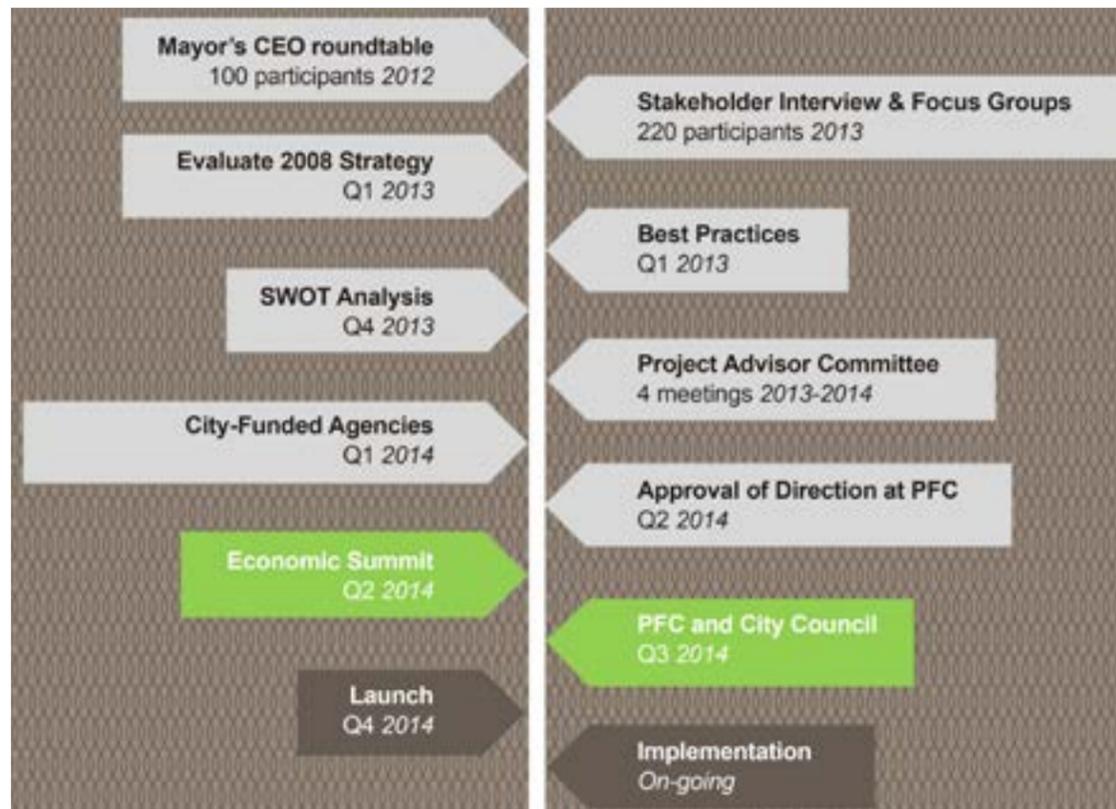
- Eight actions from People and Community
- Thirteen actions from Business and Enterprise
- Eight actions from International Reach

Many of these actions have been revised and consolidated. Building on our Energy is comprised of 31 actions, 12 of which are new or substantially modified.

## stakeholder engagement

Updating the Economic Strategy for Calgary involved an extensive stakeholder engagement process that ran from the summer of 2012 until the spring of 2014. The purpose of the stakeholder engagement was two-fold: to evaluate progress on the 2008 Strategy and revise priorities and to build support for the implementation of the Strategy. Efforts were made to involve a diverse set of stakeholders from the local and provincial government, private and not-for-profit and post-secondary sectors.

Figure 1: Timeline for updating the Economic Strategy for Calgary



**Mayor's Roundtables** —The engagement process was initiated with a series of roundtable focus groups. Convened by the Mayor, 100 business and community leaders were provided with a progress assessment and asked to identify priorities for the city in the coming five years. Following the Mayor's Roundtables the process to update the Strategy was officially initiated.

**Project Advisory Committee** —At the outset of the refresh, a committee of 40 business and community leaders was struck to provide input into the Strategy. This group provided primary input and served as a touch point to verify and clarify input received from the broader community.

**Stakeholder Interviews** —In order to reach the broader business community, a consultant was engaged to interview almost 100 of Calgary's business leaders. These leaders were asked to identify priorities for business and community, to provide their vision for the future and the actions required to achieve that future.

**Focus Group Discussions** —In addition to interviews with the business community, focus group discussions were held with business and community groups to receive input from entrepreneurs, innovators, youth, community groups and regional partners.

**Touch Points with other City-funded Agencies** —To build support for the implementation of the Strategy, Calgary's civic partners including Tourism Calgary, the Calgary TELUS Convention Centre, Innovate Calgary and Calgary Arts Development have been included throughout the process.

**Economic Summit** —The Economic Summit, held in May 2014, was convened to bring together all stakeholders to review the areas of focus, strategies and actions resulting from the update and to provide input into tactics, stakeholders, resources, timelines and risks.

## strategic alignment

*Building on our Energy* aligns closely with other initiatives and strategies for the City of Calgary. In addition, Calgary will collaborate with the provincial and federal governments and other stakeholders to realize economic success. To create alignment the following strategies were reviewed:

- Imagine Calgary
- Municipal Development Plan
- Centre City Plan
- Calgary Poverty Reduction Initiative
- Strategic plans for other City-funded agencies
- Post-secondary strategies
- Calgary Regional Partnership Regional Economic Prosperity Work Plan
- Provincial Economic Framework
- Provincial Small Business Strategy
- The Way We Prosper, an Economic Development Strategy for Edmonton



**strengths, weaknesses, opportunities and threats (SWOT Analysis)**

Input received from stakeholders, findings from a comprehensive document review and an assessment of economic performance indicators were analyzed to gain an understanding of the strengths, weaknesses, opportunities and threats facing economic development in Calgary. This analysis provided an understanding of positive and negative elements to be considered in the goals, strategies and actions of the Strategy. This analysis resulted in several overarching themes to be considered in updating the Strategy:

- Calgary’s energy sector provides many opportunities for growth but the national and global reputation of the sector is at risk
- Supporting entrepreneurs to flourish is one of our best opportunities for purposeful diversification and employment growth
- Calgary has a growing innovation and technology sector with opportunity to grow from the strength of the energy sector
- Building livable, accessible, safe communities is vitally important to attracting and retaining great people
- Creating opportunities for all residents to share in Calgary’s prosperity will enhance our communities and contribute to economic sustainability and prosperity
- Collaboration and leadership are key to both effectively promoting Calgary and the successful implementation of the Strategy

**a review of best practice**

A best practice review comprised a high level scan of actions undertaken in other jurisdictions that addressed issues faced by Calgary as identified through the SWOT analysis. Communities were selected based on size and growth trajectory. Canadian communities were selected in order to draw from cities operating in similar regulatory environments to Calgary. The topics researched in this review of best practice were:

- Community Development
- Immigration and Workforce
- Affordable Housing
- Financing Infrastructure
- Placemaking
- Technology and Start-ups

Historically, many of these issues have not been addressed in an Economic Development Strategy. However, economic development in Canada today is taking a more comprehensive and integrated approach in its strategic planning efforts to ensure more sustainable, viable and local economies. In order for Calgary to be competitive, and given our historical and projected growth patterns, these issues need to be addressed in the Strategy. The following chart shows communities in Canada that have included these issues in their economic development strategies.

Figure 2: Comparison of economic development priorities across Canada

	Community Development	Immigration + Workforce	Affordable Housing	Financing Infrastructure	Place-Making	Technology + Start-ups	Marketing + Branding
Vancouver	✓	✓	✓			✓	✓
Edmonton	✓			✓	✓	✓	✓
Winnipeg	✓	✓	✓	✓	✓	✓	✓
Hamilton	✓	✓	✓		✓	✓	✓
Mississauga	✓	✓	✓	✓	✓	✓	✓
Toronto	✓					✓	✓
Ottawa	✓	✓		✓	✓	✓	✓
Montreal	✓	✓	✓		✓	✓	✓
Halifax	✓	✓		✓	✓	✓	✓

In addition to the topics above, the best practice review considered two other core issue areas that provide suggestions for a well-functioning strategy implementation. They are:

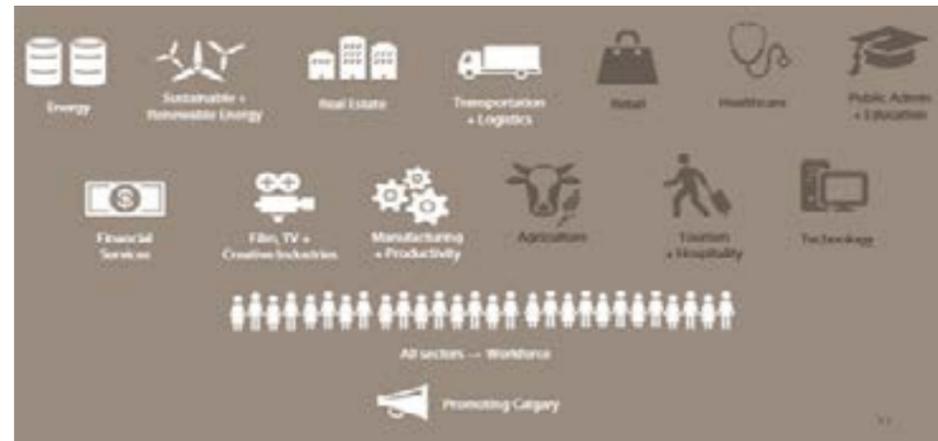
- Performance Measurement
- Implementation Leadership

**partners in economic development**

There are a number of agencies and initiatives influencing economic development in Calgary. Calgary Economic Development is a key player in this space, with active programming for the energy, financial services, creative industries, real estate, transportation and logistics and manufacturing sectors. In addition, Calgary Economic Development supports all sectors of the economy through active engagement in workforce development, marketing and investment attraction. Other important sectors including tourism and technology are the responsibility of other economic development agencies. Additional sectors—such as public administration, education, healthcare, retail and agriculture—are a significant portion of the economy but beyond the strategic focus of the City’s economic development organizations. Furthermore, there are several community economic development agencies in Calgary making significant contributions to the economic development landscape that are included in the Strategy.



Figure 3: Economic Activities in Calgary



The diversity of activities and players in economic development in Calgary reinforces the idea that *Building on our Energy* is a strategy for the entire community and surrounding region. The Strategy's success will rely on the coordinated effort of dozens of organizations as well as municipal and government partnerships. While many key stakeholders have already been identified or involved in refreshing the Strategy, as the implementation of the Strategy unfolds, new stakeholders will be identified and included in the process.

Figure 4: Partial list of agencies and organizations supporting economic development in Calgary



## who we are

Today's Calgary exhilarates, invigorates and motivates. Calgary is a place of big ideas, where anything is possible. There is also an intense, urban vitality in Calgary that unleashes the bold, can-do spirit of our entrepreneurs, innovators and artists. Global in perspective, Calgary is an increasingly diverse city that embraces change and change-makers, and supports and sustains its communities and its people. Calgary's western values run deep, underpinned by a strong spirit of volunteerism.

The world's cities and city-regions are increasingly becoming focal points for research, development and innovation and gateways to global trade. In Canada, Calgary is the centre of energy and is emerging as a centre of innovation and creativity. Calgary has created an urban environment that provides a high quality of life and attracts talent from around the world. Moreover, Calgary has one of the fastest-growing and largest concentrations of workers in the professional, scientific and technical service industry in North America. However, there is growing sense of a need for balance in Calgary. Not everyone is benefiting from the city's economic success. More can be done to achieve social, economic and environmental sustainability amidst economic growth.

Calgary has a history of a 'can do' attitude. The stakeholder engagement made it clear: Calgarians are prepared to set challenging goals for themselves and their city. Imagine Calgary, the city's 100-year vision document is as much an expression of what the city is today as it is a visionary document for what the city will be in the future. Calgary is, and will continue to strive to be, a community where the collective spirit of the people generates opportunity; the environment is treasured and respected; neighbourhoods are mixed; and where the sense of citizenship drives residents to make positive change across the city, Alberta, Canada and the world.

## where we are going

It is clear that Calgary has experienced success few other cities have been able to achieve. However, the community and stakeholder engagement for the update the Strategy conveys a clear message: with success comes responsibility and the need for civic and community leadership. To the citizens of Calgary, economic development extends beyond trade, investment and business development. Calgary's stakeholders are also concerned with diversification, community building, economic prosperity for all residents and a greater level of collaboration to ensure long-term success. The Strategy:

- builds on our energy sector strengths to strengthen trade and investment
- provides the foundation for purposeful diversification
- fosters innovation and creativity
- supports the development of strong communities
- understands that our neighbours' success is our success and that every citizen should benefit in the region's prosperity
- brings together stakeholders to promote Calgary with a unique and compelling voice and successfully implement the Strategy



## rationale for an updated strategy

While the vision and areas of focus that emerged for the city of Calgary in the *2008 Economic Strategy* remain sound, a number of factors have emerged in recent years that have a direct bearing on the overall approach to economic development and the need to 'refresh' the thinking behind the Strategy's implementation.

### the world has changed

If there is one thing that has been consistent since the release of the 2008 Strategy it is that everything has changed. We have experienced tremendous upheaval in the global economy. The world experienced a recession, the effects of which are still being felt today. Six years since the global financial crisis, the economy of the United States, Alberta's main trading partner, remains uncertain. The global environmental movement continues to grow and gain strength resulting in delayed pipeline approvals and the European Union is moving to impose carbon penalties on Alberta's oil.

Closer to home, we have experienced changes in civic, private sector and post-secondary leadership. Budget constraints are affecting the construction of infrastructure and educational programming. Amidst this change, Calgarians remain optimistic. Alberta and Calgary have led economic and population growth for the last several quarters. Articles that highlight the difference between Alberta and the rest of Canada are now commonplace. In 2013, the Calgary Economic Region generated 24,200 jobs, 10.8 per cent of all jobs created in Canada. Investment from Asia has been rapidly expanding and remains an important growth market as their expanding economies seek resources and expertise to fuel economic growth.

### provincial focus continues to shift

Since the adoption of the Economic Strategy for Calgary by City Council in 2008, the Government of Alberta has completed and published a number of reports and studies that speak to future competitiveness and economic growth in Alberta. This includes:

- Alberta Competitiveness Council: Moving Alberta Forward (2011)
- Alberta Industry Sector Performance and Prospects (2009)
- Shaping Alberta's Future: Premier's Council for Economic Strategy (2010)
- Alberta Industrial Sector Market Opportunities Report (2010)

Each of these reports speaks to the need for greater focus on labour market development; productivity, innovation and transportation infrastructure as a means for long-term economic growth; and sustainability. The reports also suggest that the province, and by extension Calgary, needs to focus economic development efforts on the opportunities associated with high potential sectors such as financial services, transportation and logistics, high technology equipment for the energy industry, and information and communications technologies.

While the energy industry is recognized as the mainstay of the provincial economy, there is continued emphasis on broadening the province's economic base and being better prepared for an increasingly competitive global economy. To that end, these studies point to opportunities for Calgary to show leadership in its economic development programming in the following areas:

- Increasing the participation of under-represented groups in the workforce (most notably Aboriginal Albertans)
- Evolving education to meet the needs of a globally competitive economy
- Fostering greater levels of creativity and innovation
- Increasing productivity through education and innovation
- Improving market access and linkages to new growth markets



## a broader perspective of economic development is emerging

A broader perspective on economic development is also emerging with increased emphasis on community and place making. As was seen in the review of best practice, all of Calgary's competitors in Canada recognize the need to build community and focus on place marketing in their economic development strategy. As other jurisdictions explore opportunities in social innovation and social entrepreneurship, stakeholders in Calgary have emphasized the need for shared prosperity and equal opportunity. For Calgary this means:

- Integrating social and community development into the update to the Economic Strategy for Calgary
- Paying greater attention to women, youth, immigrants, people with disabilities and the First Nations and Aboriginal community
- Placing greater emphasis on business retention and expansion and gathering local business intelligence
- Increased focus on innovation and leveraging post-secondary research and education programs and connecting the business and finance community with technology and innovation entrepreneurs

## performance metrics are expanding

Just as economic development practices have been shifting, so have the ways in which economic development success is measured. While GDP and foreign direct investment (FDI) remain important measures of success, increasingly, economic developers are bringing a different lens to bear on measuring success. Performance metrics need to consider community, wellness, labour force participation and employment of marginalized groups and the perceptions of the community. In order to develop a robust set of key performance indicators for the Strategy, ideas have been drawn from the provincial economic development framework, Imagine Calgary, Sustainable Calgary as well as resources from the International Economic Developer's Council and Economic Developers Association of Canada. Key performance indicators have been developed at both a goal level as well as a more tactical level. Measuring success is a dynamic and evolving process. Key performance indicators will change as the implementation of the Strategy unfolds.

## what we will do differently

The 2008 Strategy was a strong strategy and fitting for its time. The overarching areas of focus were a match for Calgary at that point in time. *Building on our Energy* places a renewed emphasis on people and community, as well as developing technology and innovation in Calgary. Perhaps most importantly, the Strategy pays close attention to leadership, collaboration and resources required for its successful implementation.

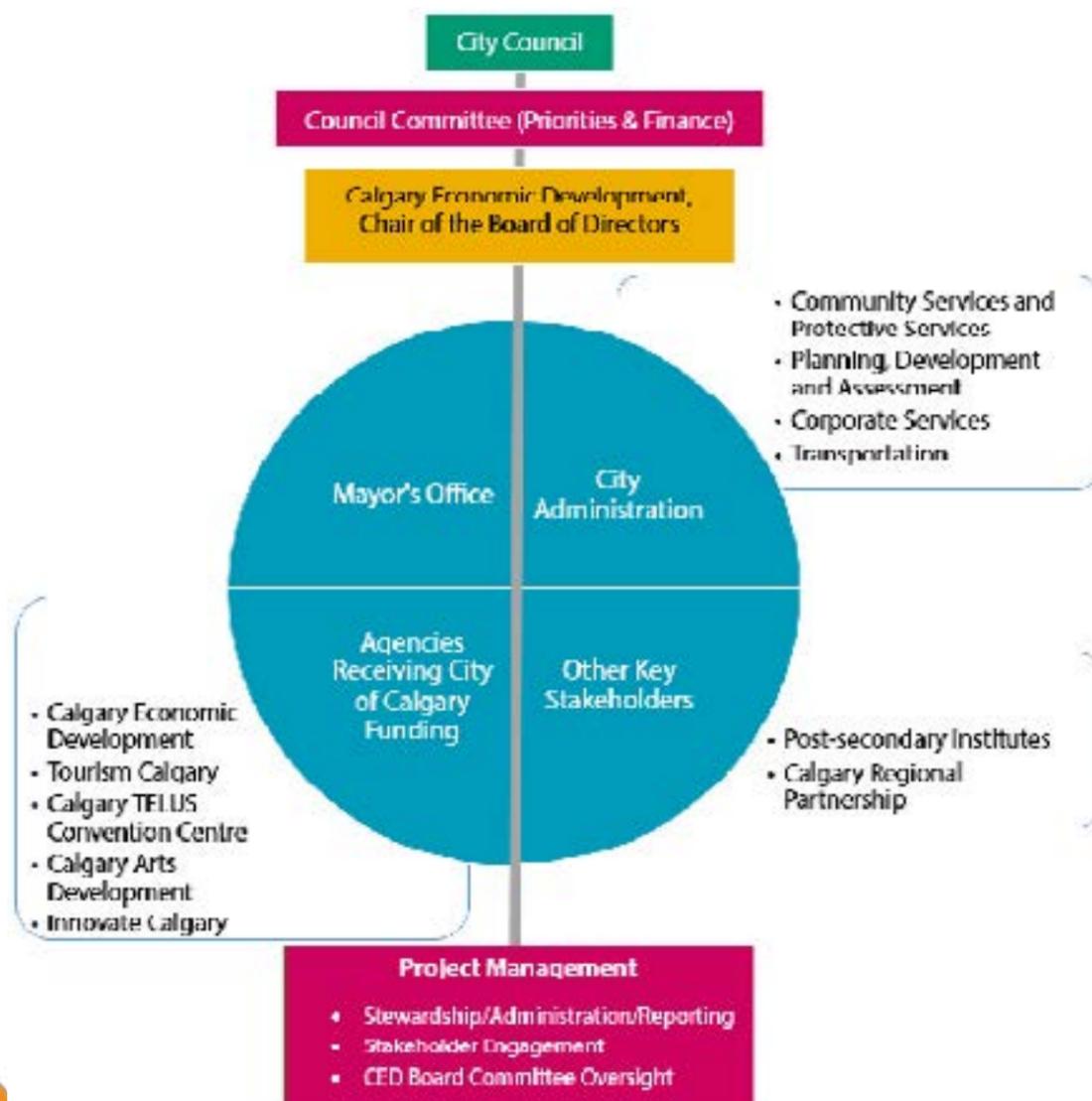
## building effective leadership and collaboration

**Engagement and collaboration of multiple organizations will be required to successfully implement the Strategy.** In developing the update to the Economic Strategy for Calgary, consideration has been given to the other strategies and initiatives, other stakeholders and other orders of government influencing economic development in Calgary. To ensure support for the development and implementation of the Strategy, key stakeholders have been engaged throughout the process. Efforts have been made to identify a lead organization for each action. The lead organization will be responsible for convening stakeholders undertaking initiatives in that area. In addition, the lead organization will be responsible for progress reporting on that action. Engagement and collaboration with primary and secondary stakeholders remains a priority for the successful execution for each of the Strategy's 31 actions.



Calgary Economic Development will be the lead organization for 15 of the 31 actions in the updated Strategy. Innovate Calgary, Tourism Calgary, Calgary Arts Development, Calgary TELUS Convention Centre, Post-secondary institutions, the Calgary Regional Partnership and City Administration will be the lead organizations for the remaining actions. Understanding the vital role these organizations will play, the lead organizations will be responsible for convening the relevant stakeholders in moving their assigned actions forward. These organizations have been actively engaged in the drafting and editing of the final document. **Representatives from these lead organizations will also serve as part of a Leadership and Implementation Committee.** Overall stewardship of the Strategy will be provided by Calgary Economic Development under the guidance of the Chair and Board of Directors. The Office of the Mayor will also play an active role in the leadership committee for the Strategy. **The Board of Directors of Calgary Economic Development will serve as the community lens overseeing strategies, progress reporting and community engagement.** The Chair of the Board of Directors will make annual presentations to the Priorities and Finance Committee of Council.

Figure 5: Leadership and Implementation Committee



\*Note: City funded agencies participating in the leadership committee will retain the individual reporting structures to City Council for their respective organizations. The figure presented here is only for the purposes of implementing the Economic Strategy for Calgary.



resourcing the strategy

In drafting *Building on our Energy*, time and consideration has been given to additional resources that may be required for the Strategy's implementation. While the actual budget numbers required for individual actions and tactics may change over time, organizations participating in the Leadership and Implementation Committee were asked if the Strategy's implementation would fit within the context of their current business plan or if additional resources would be required. If additional resources were required, individuals were asked where those resources might be secured.

While many actions will require additional resources, in most cases it is believed funding can be sourced from the private sector as well as various departments and agencies of the provincial and federal governments. There are two actions identified that will require additional funding support from the City of Calgary:

- Calgary Economic Development requests support for a full-time project manager for the Strategy
- Innovate Calgary will be requesting support from the City of Calgary as well as the provincial and federal governments and the private sector for the development and operation of an Energy Accelerator at Innovate Calgary

Details regarding these funding requests will be included in the respective organizations' 2015-2019 business plans and budget requests.

Actions and tactics will continue to be examined as the Strategy is implemented and the economic environment changes, which might result in future resource requirements. Any additional resource requests will be raised in annual reporting on the Strategy as well as through the respective organizations' annual business plan review and budget submissions. For any new actions and initiatives, lead stakeholders are committed to seeking incremental funding sources other than the City of Calgary.

working with a living document

*Building on our Energy* is a living document. As such, it is intended that the actions and tactics included in the document will evolve and change over time. In the implementation of the Strategy there are two mechanisms in place to continually evaluate progress, challenges and priorities:

- The Leadership and Implementation Committee will meet three times each year to discuss progress. As the committee responsible for the Strategy's implementation, this committee will suggest any changes taking place in Calgary that might influence the tactics undertaken for the Strategy.
- An annual Economic Summit will be held to provide a progress report to the broader community and gain their feedback regarding any changes in threats, opportunities and priorities through the year. This feedback will be considered by the Leadership and Implementation Committee and will be included in the annual report to the Priorities and Finance Committee.



### measuring success

The Strategy is a living document where all aspects—including strategies, actions, tactics, key performance indicators, stakeholders and resources—are to be evaluated on an annual basis. As a result the document is set to evolve and respond to changes taking place in Calgary. While individual metrics have been provided for each action in the Strategy, there are six high level key performance indicators that will serve as metrics to the success of the Strategy:

Indicator	Measurement
<b>Growth in non-residential assessment value:</b> Non-residential property tax assessment is a broad measure capturing both the health of the local business community as well as investment in Calgary by both local and foreign businesses.	Non-residential assessment share of total assessment will grow from 25.8% to 28% by 2019.
<b>Economic diversification:</b> The diversification score includes GDP, employment and exports in determining contribution to the economy by industry. The goal is to grow all industries with non-oil and gas industries absorbing a larger portion of future growth.	Non-oil and gas diversification score increases from 66.1 out of 100 (2011) to 68 by 2019.
<b>Technology and innovation:</b> While these measures capture more than technology and innovation specifically they are reflective of our ability and capacity to grow the technology and innovation sector.	Combined employment in Information & Cultural and Professional, Scientific and Technical Services will grow by 16% from 115,900 (2013) to 134,450 by 2019. Calgary will maintain the highest number of small business per capita of Canada's large cities.
<b>Labour force vacancy rates:</b> Alberta and Calgary have faced increasing vacancy rates during periods of economic growth. Holding vacancy rates constant indicates successful workforce attraction and development.	Provincial labour force vacancy rates remain constant while experiencing employment growth and aging demographics.
<b>Housing accessibility:</b> This measure indicates balance between the supply and demand of affordable housing.	Percentage of households spending more than they can afford on housing will decrease from 17.6% to 15% by 2019.
<b>Internal perceptions of Calgary as a place to do business:</b> Canadian Federation of Independent Business is a third party agency that collects perceptions on property taxes, local government sensitivity to local business and local government regulations.	Canadian Federation of Independent Business Communities in Boom Policy score improves from 22.3 (2013) to 28 in 2019.
<b>External perceptions of Calgary:</b> External perceptions influence Calgary ability to attract people to study, visit, live and establish a business.	Those ranking overall impressions of Calgary as a favourable in perceptions research will increase from 74% to 78% by 2019.
<b>Calgary as a tourism destination:</b> Visitor spending reflects number of visitors, length of stay and economic impact of tourism.	Visitor spending in the Calgary Tourism Destination Region increases by 20% from \$2.25 billion (2012) to \$3 billion in 2019.

*Building on our Energy* is an economic strategy for Calgary. It builds on the existing strategies of the City and the Province. It builds on the inherent strengths of Calgary and draws on the energy of Calgary's global connections, entrepreneurs, innovators, communities and people in collaborating to achieve a common vision for economic development in Calgary.

In drafting the update to the Strategy, a great deal was learned of the many participants in economic development. More than 400 individuals have provided input into the Strategy. Key organizations have been requested to serve on the Leadership and Implementation Committee and to sign a signatory letter committing their organization to contribute to the implementation of the Strategy.

The Strategy is built on six areas of focus:

- Global Energy
- Entrepreneurial Energy
- Innovative Energy
- Community Energy
- People Energy
- Collaborative Energy

The following section details these areas of focus and actions associated with these areas of focus. The Strategy is designed to drive collaboration and foster greater alignment between all of those organizations influencing Calgary's economic development. The Strategy is also designed as a living document. As organizations come together to collaborate on the Strategy's implementation, priorities, processes and performance metrics will change. The Strategy is a reflection of what we know today and will evolve as we learn and new opportunities are presented.

The next section presents each area of focus with details provided for:

- Rationale
- Strategies, actions and tactics
- Key performance indicators
- Lead, primary and secondary stakeholders
- Incremental resources required
- Timelines for implementation



# global energy

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

## rationale:

*The energy industry accounts for more than 30 per cent of Alberta and Calgary's gross domestic product and is the key driver for economic and population growth.*

Calgary is home to the head office of every major oil and gas company in Canada. The energy sector comprises 31.6 per cent of Calgary's GDP, 67 per cent of Alberta's exports and 50 per cent of capital expenditures in Alberta. The strength of the industry has led Calgary to have Canada's highest concentration of engineers, third busiest passenger and cargo airport and largest levels of investment and economic growth. While this is an enviable strength from which to build, the reputation of the industry is at risk as expressed in pipeline project delays and environmental rulings. Perceptions research conducted by Calgary Economic Development in May 2014 suggests the reputation of the industry is negatively influencing people's decisions to move to and do business in Calgary.

## area of focus: global energy

### strategy one

Build on Calgary's position as the centre for responsible energy development and leadership.

**action one:** Promote the social, environmental and innovative advancements in the energy industry.

#### tactics:

- Work with other orders of government and industry to create a communication strategy in support of Canada's Energy Strategy
- Build an energy literacy and innovation centre in downtown Calgary
- Attract high profile energy, renewable energy and environmental conferences
- Compile energy literacy content as part of an ambassador program (tactic in collaborative energy)

#### key performance indicators:

- Understanding and support of Canada's energy sector challenges, advancements and solutions
- Citizens' support for Canada's energy sector
- Recognition as a leading global energy centre

#### lead organization:

Calgary Economic Development

#### stakeholders:

##### Primary:

- Calgary TELUS Convention Centre
- Canadian Association of Petroleum Producers
- Government of Canada, Government of Alberta
- Canada's Oil Sands Innovation Alliance
- Innovate Calgary

##### Secondary:

- Calgary Stampede
- Tourism Calgary
- Calgary Board of Education
- Southern Alberta Institute of Technology
- TELUS Spark

#### incremental resources: YES

- Private sector
- Government of Alberta
- Government of Canada

#### timeline:

Immediate



## strategy two

Leverage the strength and international reach of the energy industry to high potential sectors.

**action one:** Collaborate to enhance the effectiveness of international investment and trade missions.

### tactics:

- Identify and prioritize emerging geographical markets
- Create TEAM ALBERTA in support of Alberta's International Strategy
- Participate in Consider Canada City Alliance and Government of Canada missions to increase foreign direct investment

### key performance indicators:

- Number of foreign companies investing in Calgary increases from 22 to 25 annually by 2019
- Trade with target markets
- Businesses establishing operations in Calgary

### lead organization:

Calgary Economic Development

### stakeholders:

#### Primary:

- Government of Alberta
- Alberta Economic Development Authority
- Alberta's municipalities
- Federal government
- City of Edmonton
- Consider Canada City Alliance
- Access Prosperity
- Export Development Canada

### incremental resources: YES

- Government of Alberta
- Government of Canada

### timeline:

Mid-term

## definitions

#### TEAM ALBERTA:

Team Alberta is a proposed investment and trade team composed of the Government of Alberta, City of Edmonton, City of Calgary and other relevant municipalities to strengthen Alberta's trade and investment activities.

#### Consider Canada Cities Alliance:

Consider Canada Cities Alliance is an alliance of Canada's large cities to promote Canada as an ideal destination for global trade and investment.

## strategy two

Leverage the strength and international reach of the energy industry to high potential sectors.

**action two:** Collaborate with high, growth energy-related industries to maximize investment and trade opportunities.

### tactics:

- Research and map local supply chain linkages and identify gaps for business or investment attraction
- Evolve the Stampede Investment Forum as a marquis international business event for foreign direct investment
- Align trade and investment programming at Calgary Economic Development's Global Business Centre to support high growth industries and markets

### key performance indicators:

- Understanding economic impact of oil and gas industry by sector
- Number of energy suppliers operating in Calgary
- Investment attraction to high-potential energy-related industries
- Exports of oil and gas technology

### lead organization:

Calgary Economic Development

### stakeholders:

#### Primary:

- Industry supply chain professionals
- Government of Alberta
- Export Development Canada
- June Warren-Nickle's Energy Group
- Canadian Association of Petroleum Producers

### incremental resources: YES

- Government of Canada
- Private sector

### timeline:

Mid-term



# entrepreneurial energy

## area of focus: entrepreneurial energy

Calgary is a magnet for businesses fostering pathways to purposeful economic diversification and growth.

### strategy one

Focus on our strengths to identify high-potential sectors and help them grow.

#### action one

Make Calgary more competitive and maximize growth opportunities by increasing local intelligence outreach.

#### tactics:

- Implement a more rigorous business retention, expansion and attraction program (BREA)
- Report industry trends and forecast from the BREA program
- Identify and encourage local procurement opportunities
- Utilize business intelligence to identify and support additional sector growth opportunities

#### key performance indicators:

- Number of businesses undertaking expansions and capital investments
- Number of business relocations to Calgary
- Number of businesses exporting
- Number of businesses purchasing locally

#### lead organization:

Calgary Economic Development

#### stakeholders:

##### Primary:

- City of Calgary
- Calgary Chamber
- Government of Alberta
- Industry associations
- Thrive (Calgary's community development network)
- REAP (Calgary's local, sustainable business network)

#### incremental resources: NO

#### timeline:

Immediate

#### rationale:

*The economies of Calgary and Alberta are highly reliant on the export of energy products to the United States suggesting the need for purposeful diversification for economic sustainability. Calgary has the highest concentration of small businesses among major cities in Canada generating significant employment and opportunity for economic diversification.*

With 95 per cent of Calgary's businesses having fewer than 50 employees, the Canadian Federation of Independent Business (CFIB) Calgary region is ranked as the best place in Canada to do business. Calgary has strengths in a number of sectors providing opportunity and support to entrepreneurs. Moreover, Calgary based companies handle 15 per cent of global oil and gas mergers and acquisitions deal flow—resulting in Calgary ranking 22nd of 83 on the Global Financial Centres Index in 2014. Calgary is geographically located to serve as Western Canada's transport and logistics hub. However, CFIB ranks the city low in policy support for small business. The engagement process suggests that Calgary's small businesses require more support and need to be better connected to larger businesses in Calgary.



## strategy one

Focus on our strengths to identify high-potential sectors and help them grow.

### action two

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

#### tactics:

- Leverage our strength in energy finance in marketing Calgary for financial services investment
- Identify gaps in access to capital and target investment/institutions to address market demands

#### key performance indicators:

- Number of international financial institutions established
- Number of financial services professionals
- Assets under management
- Calgary's ranking on the Global Financial Centres Index

#### lead organization:

Calgary Economic Development

#### stakeholders:

##### Primary:

- Banks
- Credit unions
- Insurance companies
- Asset management firms
- Private equity firms
- Venture capital firms
- Investment advisory firms
- Financial services industry
- Government of Alberta

##### Secondary:

- Business Development Bank Canada
- Alberta Investment Management Corporation
- Alberta Securities Commission
- Alberta Enterprise Corporation
- National Exempt Market Association
- Chartered Financial Analysts Institute

incremental resources: NO

timeline:

Mid-term



## strategy one

Focus on our strengths to identify high-potential sectors and help them grow.

### action three

Ensure a sufficient, available supply and financing capacity for future industrial and employment land development within Calgary and the region.

#### tactics:

- Continually assess industrial land needs
- Increase flexibility of permitted and discretionary use in land-use bylaw
- Work with regional municipalities to address opportunities for limited service industrial land
- Encourage investment in local land development projects
- Enhance transit service to industrial areas
- Continue to ensure a supply of designated industrial land between municipalities across the region
- In support of Calgary's Corporate Industrial Land Strategy maximize private sector land development and complement with City of Calgary land development

#### key performance indicators:

- Rate of industrial land absorption
- Cost competitiveness of industrial land
- Number of industrial businesses
- Transit service and riders to industrial areas
- Private investment in local land development
- Percentage of land sales for high value add and high employment use

#### lead organization:

To be determined

#### stakeholders:

##### Primary:

- City of Calgary
- Real estate development community
- Calgary Economic Development

##### Secondary:

- Commercial Real Estate Development Association
- Calgary Regional Partnership, regional municipalities
- National Association of Industrial Office Practitioners

incremental resources: NO

timeline:

Long-term



## strategy one

Focus on our strengths to identify high-potential sectors and help them grow.

### action four

Solidify the region's position as western Canada's premiere distribution and logistics hub.

#### tactics:

- Establish the Calgary region as a foreign trade zone (FTZ)
- Market the strong transportation infrastructure in the Calgary Region
- Increase air access to high growth markets
- Establish the Calgary Region as an inland port

#### key performance indicators:

- Number of transportation and logistics companies and distribution centres in Calgary
- Volume and value of goods shipped through Calgary
- Capacity to receive goods for sorting and distribution
- Number of international air connections

#### lead organization:

Calgary Economic Development and Calgary Regional Partnership (co-lead)

#### stakeholders:

##### Primary:

- Calgary Regional Partnership
- Calgary Airport Authority

##### Secondary:

- Regional municipalities
- Transportation and logistics firms
- Van Horne Institute
- Cargo Logistics Canada
- Supply Chain Management Association

#### incremental resources: YES

- Government of Canada
- Private Sector
- Government of Alberta
- Regional municipalities

#### timeline:

Immediate - mid-term

### definitions

**FTZ:**  
The Foreign Trade Zone (FTZ) Marketing program supports Canadian regional and non-profit organizations in their promotion of local FTZ-type benefits linked to strategic locations.

**Inland port:**  
An inland port is an area that facilitates trade through investment in multi-modal transportation assets and promoting value-added services as goods move through the supply chain.

## strategy one

Focus on our strengths to identify high-potential sectors and help them grow.

### action five

Grow the creative industries and the digital economy.

#### tactics:

- Position new Calgary Film Centre to attract major film production and grow local production
- Provide land servicing requirements in accordance with digital industries to land adjacent to the Calgary Film Centre
- Conduct annual film scouting and executive familiarization tours
- Continue to pursue additional creative industries (i.e. digital media) opportunities
- Strengthen connections between private sector and post-secondary institutions to increase employment for graduating artists

#### key performance indicators:

- Foreign film and television production
- Local film and television production
- Retention of new graduates in creative programs (UCalgary, SAIT, ACAD, MRU)
- Recognition of Calgary as hub for creative industries
- Number of arts and culture awards won by Calgarians
- Creative and cultural employment in Calgary

#### lead organization:

Calgary Economic Development

#### stakeholders:

##### Primary:

- Government of Alberta, Alberta Film Commission
- Alberta Foundation for the Arts
- Post-secondary institutions
- Digital Alberta
- C-Space

#### incremental resources: YES

- Private Sector
- Government of Alberta

#### timeline:

Immediate - mid-term



## strategy one

Focus on our strengths to identify high-potential sectors and help them grow.

### action six

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

#### tactics:

- Enhance joint marketing initiatives
- Continually develop packages aimed at business travelers
- Develop new tourism product and attractions
- Grow culinary tourism opportunities
- Support Calgary Arts Development in developing art related tourism
- Support additional hotel capacity
- Showcase Calgary festival and cultural activities internationally

#### key performance indicators:

- Tourism contribution to GDP
- Number of (domestic and international) visitors to Calgary
- Amount of visitor spending in Calgary
- Occupancy rates in Calgary region hotels
- Weekend occupancy in Calgary hotels
- Passenger traffic at Calgary International Airport
- Number of tourism attractions in Calgary and region
- Participation in local events

#### lead organization:

Tourism Calgary

#### stakeholders:

##### Primary:

- Calgary Hotel Association
- Travel Alberta
- Banff Lake Louise Tourism
- Tourism Canmore-Kananaskis
- Calgary Stampede

##### Secondary:

- Tour operators
- Parks Canada
- Calgary International Airport
- Canadian Tourism Commission
- Calgary Arts Development
- Calgary TELUS Convention Centre

#### incremental resources: YES

- Government of Alberta
- Private sector

#### timeline:

Mid-term



## strategy two

Provide business and entrepreneurs the support to grow.

### action one

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

#### tactics:

- Establish defined processes between Planning, Development and Assessment and Calgary Economic Development
- Investigate best practices policies

#### key performance indicators:

- Permitting turnaround time
- Number and percentage of development permits approved

#### lead organization:

City of Calgary - Planning Development and Assessment

#### stakeholders:

##### Primary:

- Private sector
- Calgary Economic Development
- Real estate development community

##### Secondary:

- Calgary Chamber

#### incremental resources: NO

#### timeline:

Mid-term



## strategy two

Provide business and entrepreneurs the support to grow.

### action two

Increase the business support system to early stage businesses and entrepreneurs.

#### tactics:

- Identify and address service gaps
- Establish community access points to business resources including education, funding, road map for growth
- Create a one-stop guide to business resources
- Deploy an aftercare for small businesses program that monitors and promotes success
- Provide land and building supply for entrepreneurs growing their business

#### key performance indicators:

- Ranking in Canada for new business start-ups (target number one)
- Success rate of new businesses with the target of achieving the highest success rate in Canada
- Access to financing and other business support services
- Number of business bankruptcies

#### lead organization:

Calgary Economic Development

#### stakeholders:

##### Primary:

- The Business Link
- Futurpreneur
- Community and Neighbourhood Services
- Calgary Chamber
- Government of Alberta

##### Secondary:

- Business support services agencies
- Post-secondary institutions
- Entrepreneur support agencies

#### incremental resources: YES

- Government of Canada
- Government of Alberta

#### timeline:

Mid-term

## strategy two

Provide business and entrepreneurs the support to grow.

### action three

Develop pathways to entrepreneurship for future leaders and youth.

#### tactics:

- Develop youth entrepreneurship mentoring programs
- Develop entrepreneurs in residence programs
- Develop entrepreneurial programs specific for First Nations and Aboriginal youth

#### key performance indicators:

- Number of youth entrepreneurs
- Participation in mentorship program
- Success rate of youth entrepreneurs
- Enrollment in post-secondary entrepreneur program

#### lead organization:

Post-secondary institutions

#### stakeholders:

##### Primary:

- Futurpreneur
- Junior Achievement
- Youth development agencies
- Innovate Calgary
- Calgary Chamber

##### Secondary:

- Momentum
- Calgary Logistics Council – Youth Projects
- Calgary Economic Development
- Careers in Manufacturing

#### incremental resources: YES

- Government of Alberta

#### timeline:

Mid-term



# innovative energy

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

## rationale:

*Innovation, including our ability to create new products and services and increase the strength of our communities, is the key to future success.*

Calgary is home to a growing technology and innovation sector. However, Calgary's technology community lacks profile within the broader business community and support to the technology sector and technology start-ups is fragmented and accessing venture capital can be difficult. This has resulted in missed opportunities to bring new products to market or to increase productivity within our existing industries. In addition, social innovation is seen as an emerging opportunity in resolving existing social, cultural, economic and environmental challenges for the benefit of people and the planet. As our corporations seek a social license to operate and we struggle to cope with issues of homelessness, income disparity and employment of marginalized groups, social innovation may well hold the key to unlocking the answers we seek.

## area of focus: innovative energy

### strategy one

Leverage the strength of the energy industry to establish Calgary as a preferred location in Canada to successfully start, build and grow early-stage technology companies.

#### action one

Establish and strengthen linkages between the energy and technology sectors.

#### tactics:

- Create an 'Energy Technology Accelerator' at Innovate Calgary
- Link researcher and inventor solutions to energy industry challenges
- Expand Information and Communications Technology (ICT) industry links to energy industry
- Attract international energy technology entrepreneurs
- Expand Energy New Ventures initiative

#### key performance indicators:

- Number of small and medium enterprise (SME) and energy technology start-ups
- Number of ICT SMEs and new ICT startups supporting energy industry
- New energy technology entrepreneur immigrants

#### lead organization:

Innovate Calgary

#### stakeholders:

##### Primary:

- Energy Industry
- Canadian Oilsands Innovation Alliance
- Petroleum Technology Alliance of Canada

##### Secondary:

- Calgary Economic Development
- Climate Change and Emissions Management Corporation
- Alberta Innovates (AITF/AIEES)
- Post-secondary institutions (UCalgary, SAIT, MRU)
- Innovation Service Providers (eg. Tecterra, TR Tech)
- Citizenship and Immigration Canada (Startup VISA program)

#### incremental resources: YES

City of Calgary (request included in Innovate Calgary's 2015-2019 Budget and Business Plan submission)  
Government of Alberta  
Government of Canada  
Private sector

#### timeline:

Immediate



## strategy one

Leverage the strength of the energy industry to establish Calgary as a preferred location in Canada to successfully start, build, and grow early-stage technology companies.

### action two

Build connections, capital flows and knowledge transfer between the energy finance and technology finance communities.

#### tactics:

- Link brokerage and private equity community to angel investment and venture capital communities
- Launch Emergex Capital Partners with AIMCo
- Share investment opportunities and deal flow
- Share market intelligence

#### key performance indicators:

- Funding for energy technology and ICT companies
- Number of new technology companies in Calgary
- Recognition of energy technology investment nationally and internationally

#### lead organization:

Innovate Calgary

#### stakeholders:

##### Primary:

- Energy and technology finance communities
- Technology companies
- AIMCo

##### Secondary:

- Calgary Economic Development
- Government funds (WD – WIN, AVAC – Accelerate, AITF - vouchers)
- Canadian Venture Capital Association (CVCA)
- National Angel Capital Organization (NACO)
- Innovation Service Providers

#### incremental resources: NO

#### timeline:

Immediate - mid-term

## strategy one

Leverage the strength of the energy industry to establish Calgary as a preferred location in Canada to successfully start, build, and grow early-stage technology companies.

### action three

Attract foreign direct investment and trade opportunities for the technology sector.

#### tactics:

- Include Innovate Calgary and leading and early stage companies in inbound and outbound trade and investment missions
- Profile local capabilities, capacity and supply chain opportunities in technology sectors to increase industry investment
- Identify and coordinate inbound trade and investment missions with key technology sector meetings and events

#### key performance indicators:

- Number of local technology companies exporting goods/services
- Number of technology companies recording sales and employment growth
- Number of spin-off companies generated
- Technology and innovation participation in trade/investment missions

#### lead organization:

Calgary Economic Development

#### stakeholders:

##### Primary:

- Technology Companies
- Innovate Calgary
- Government of Canada (DFATD)
- Government of Alberta

##### Secondary:

- Innovation Service Providers

#### incremental resources: NO

#### timeline:

Mid-term



**strategy two**

Promote a culture of innovation throughout industry, the public sector, educational institutions and community agencies.

**action one**

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

**tactics:**

- Collaborate with Calgary Poverty Reduction Fund in creating a Centre of Excellence for Social Innovation
- Support EPIC YYC in deploying an online portal of support services for social entrepreneurs
- Increase the number of, and increase collaboration amongst co-working spaces, incubators and accelerators throughout Calgary
- Establish Makerspace organization in Calgary
- Establish Energy Technology Accelerator

**key performance indicators:**

- Number of viable social enterprises, and successful social entrepreneurs
- Number and diversity of co-working spaces, incubators and accelerators working together as a network to support entrepreneur needs
- Number of successful technology companies

**lead organization:**

Calgary Economic Development and Innovate Calgary (co-lead)

**stakeholders:**

**Primary:**

- Calgary Poverty Reduction Initiative
- EPIC YYC
- Makerspace
- Startup Calgary
- Accelerator YYC

**Secondary:**

- Post-secondary institutions
- Community WISE Resource Centre
- Technology consultancies
- Calgary Arts Development
- Social Enterprise for Canada
- Toronto Centre for Social Innovation
- Café Institute (community asset mapping)
- Beakerhead
- TRICO foundation
- A100
- First 2000 days network
- MaRS Discovery District
- Crowd funders
- Thrive Network
- Community associations

**incremental resources: YES**

- Government of Alberta
- Government of Canada
- Private sector

**timeline:**

Immediate - mid-term

**definitions**

*Makerspace:*  
Makerspaces combine manufacturing equipment, community, and education for the purposes of enabling community members to design, prototype and create manufactured works that wouldn't be possible to create with the resources available to individuals working alone.

*Energy Technology Accelerator:*  
The Energy Technology Accelerator will provide technology companies with access to information, unique resources and contacts to facilitate growth and unlock opportunities within the energy value chain.



**strategy two**

Promote a culture of innovation throughout industry, the public sector, educational institutions and community agencies.

**action two**

Enhance guidance, mentoring and coaching available to first time entrepreneurs.

**tactics:**

- Establish a Calgary-wide coordinated mentoring process across all innovation service providers
- Enhance monthly meetups for entrepreneurs
- Quarterly network meeting of Innovation Service Providers
- Address gaps in service delivery to innovation start-ups
- Create and promote a one-stop guide for start-ups

**key performance indicators:**

- Number of start-ups in Calgary
- Success rate of innovation startups
- Mentoring within the technology start-up community
- Collaboration amongst Innovation Service Providers

**lead organization:**

Innovate Calgary

**stakeholders:**

**Primary:**

- Innovation Service Providers
- A100
- EPIC YYC

**Secondary:**

- Calgary Economic Development
- Business start-up service providers

**incremental resources: NO**

**timeline:**

Immediate



## strategy two

Promote a culture of innovation throughout industry, the public sector, educational institutions and community agencies.

### action three

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

#### tactics:

- Develop enhanced entrepreneur/innovation programs
- Develop co-op and intern placements with technology SMEs and start-ups
- Work with innovation service providers to design programming for their needs
- Develop apprenticeship programs for technology workers

#### key performance indicators:

- Number of work/co-op placements with technology companies
- Number of new graduates working for technology companies
- Number of students creating their own technology start-up
- Creation of comprehensive list of courses and programs for students interested in becoming a technology entrepreneur

#### lead organization:

Post-secondary institutions

#### stakeholders:

##### Primary:

- Innovate Calgary
- Startup Calgary
- Accelerator YYC
- Other Innovation Service Providers

##### Secondary:

- Calgary Economic Development
- Government of Alberta

**incremental resources: NO**

#### timeline:

Mid-term - long-term

## strategy two

Promote a culture of innovation throughout industry, the public sector, educational institutions and community agencies.

### action four

Celebrate and promote innovation and entrepreneurship.

#### tactics:

- Coordinated annual events calendar
- Coordinated traditional and social media communication strategy
- Launch a Calgary Innovations award show

#### key performance indicators:

- Public awareness and understanding of innovations and innovative companies in Calgary
- Media and social media coverage of innovation in Calgary

#### lead organization:

Innovate Calgary

#### stakeholders:

##### Primary:

- Calgary Economic Development
- Innovation Service Providers

##### Secondary:

- Beakerhead
- Media outlets
- Post-secondary institutions

**incremental resources: NO**

#### timeline:

Mid-term



# people energy

Calgary embraces social inclusion and shared prosperity.

## rationale:

While Calgary's economy is growing, the city is also experiencing the fastest growing income gap in Canada suggesting not all of Calgary's citizens are benefiting from the city's prosperity.

The top 10 per cent of Calgary families earn more than 37 times that of the bottom 10 per cent of families. Unemployment and labour force participation rates for youth, people with disabilities, First Nations and Aboriginal People are well above unemployment for the mainstream population. At the same time, a recent survey suggests 50 per cent of businesses consider access to skilled labour as a barrier to future business growth. In addition, new Canadians now comprise more than 50 per cent of migrants to Calgary, requiring additional efforts to be made to integrate new Canadians into the workforce and into our communities.

## area of focus: people energy

### strategy one

Invest in equal opportunity and prosperity for all Calgarians.

#### action one

Maximize the potential of all Calgarians to meet all of the region's labour needs.

#### tactics:

- Implement a comprehensive workforce development and recruitment strategy
- Identify and address gaps and enhance access to local labour market information
- Expand apprenticeship opportunities and dual-credit programs
- Increase the number of organizations accepting credentials from international migrants
- Enhance language training and skills upgrading provided to new Canadians
- Connect employers and organizations serving vulnerable groups to share the needs of employers and the skills of vulnerable people

#### key performance indicators:

- Youth unemployment (19-24 age cohort)
- Employment of people with disabilities, First Nations people and new Canadians
- Number of people entering and completing apprenticeship programs
- High school completion rates
- Participation in post-secondary educational programs
- Positions that remain unfilled longer than three months

#### lead organization:

Calgary Economic Development

#### stakeholders:

##### Primary:

- Calgary Poverty Reduction Initiative
- Youth Employment Centre industry associations
- Secondary and post-secondary educational institutions
- Government of Alberta Apprenticeship bodies

##### Secondary:

- Industry and professional associations
- Elders and community leaders
- Martin Aboriginal Initiative
- Philanthropic foundations
- City of Calgary
- Social agencies
- Calgary Chamber
- Careers the Next Generation
- Connector Program

#### incremental resources: YES

- Government of Alberta
- Private sector

#### timeline:

Mid-term - long-term



## strategy one

Invest in equal opportunity and prosperity for all Calgarians.

### action two

Support the shared economy as outlined in 'Enough for All' (the Calgary Poverty Reduction Initiative).

#### tactics:

- Develop a Centre of Excellence for the Social Economy
- Implement a Co-op development strategy
- Organize annual business leaders' forums to raise awareness of social issues

#### key performance indicators:

- Number of co-operatives and employment in co-operatives
- Percentage of the population earning a living wage
- Population living in poverty
- Income inequity as measured by the gini-coefficient

#### lead organization:

City of Calgary - Calgary Poverty Reduction Initiative

#### stakeholders:

##### Primary:

- Vibrant Communities Calgary
- Thrive
- Calgary Economic Development
- Southern Alberta Cooperatives Association
- United Way

##### Secondary:

- Business leaders
- Industry associations
- Professional associations
- City of Calgary
- Social service agencies
- Calgary Chamber
- Calgary Arts Development

incremental resources: NO

#### timeline:

Immediate to mid-term

## strategy one

Invest in equal opportunity and prosperity for all Calgarians.

### action three

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

#### tactics:

- Improve hiring practices to hire new Canadians
- Encourage workplace communications training
- Continually update and market web-based information tools (eg. Liveincalgary.com)
- Improve access to recreation, arts and cultural programs for new Canadians
- Identify and support new migrants to Calgary
- Develop a private sector welcoming working group

#### key performance indicators:

- Employment rates of newcomers
- Retention rates of newcomers to Calgary
- Income of newcomers

#### lead organization:

Calgary Economic Development

#### stakeholders:

##### Primary:

- Calgary Economic Development
- Calgary Local Immigration Partnership
- Calgary Regional Local Immigrant Employment Council
- Immigrant serving agencies
- City of Calgary
- United Way

##### Secondary:

- Cultural organizations
- Faith-based organizations
- Calgary Arts Development

incremental resources: YES

- Government of Alberta
- Government of Canada

#### timeline:

Mid-term



# community energy

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

## rationale:

Calgary is under continued pressure to build housing, transportation, recreation and cultural infrastructure for a rapidly expanding population.

With population growth of 12.6 per cent between 2006 and 2011, Calgary's growth rate more than doubles the national average and is 2 per cent higher than the provincial rate of growth. Access to a diversity of housing has been identified as a challenge in Calgary. At the same time, studies suggest sense of community and quality of place plays a major role in attracting and retaining residents. Calgary ranks first among large cities for spending in arts and culture and number one of 30 small global cities by Sport Business Magazine, suggesting Calgary should continue efforts to foster arts, culture and recreation to build the city's identity and increase the retention rate.

## area of focus: community energy

### strategy one

Build Calgary as a model city for sustainable development and affordable living.

#### action one

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

#### tactics:

- Coordinate and collect existing research to provide holistic view of market demand and challenges
- Benchmark housing development patterns from other growing cities
- Conduct additional housing research to address information gaps in housing demand
- Explore alternative funding models to increase the supply and diversity of housing to lower and middle income residents
- Support development and redevelopment that provides a broader range of housing choice in local communities

#### key performance indicators:

- Gross shelter-to-income ratio for rental and ownership
- Number of total rental units, rental vacancy rate and lower monthly rental rates
- Number of legal secondary suites
- Number of families below the low-income cut off that can afford adequate housing
- Number of Calgary residents spending less than 30 per cent of gross household income on housing

#### lead organization:

To be determined

#### stakeholders:

##### Primary:

- City of Calgary
- Real estate development community
- Financial institutions
- Housing organizations
- Calgary Poverty Reduction Initiative
- Attainable Homes
- Homeless Foundation

##### Secondary:

- Community associations
- Not-for-profit agencies

#### incremental resources: YES

- Private sector

#### timeline:

Mid-term - long-term



## strategy one

Build Calgary as a model city for sustainable development and affordable living.

### action two

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.

#### tactics:

- Conduct a city walkability strategy
- Direct a greater share of new growth to Activity Centres and Corridors
- Encourage higher residential densities in areas of the community that are more extensively served by existing infrastructure, public facilities and transit
- Continue to extend and increase Calgary Transit services
- Increase neighbourhood services within walking distance of residents

#### key performance indicators:

- Residential and employment population density outside the Centre City
- Number of people living within walking distance of work
- Number of people commuting to work by walking, cycling or riding transit
- Commute time
- Parking demand
- Household transportation expenditures

#### lead organization:

City of Calgary – Planning, Development & Assessment

#### stakeholders:

##### Primary:

- Real estate development community
- City of Calgary Department of Transportation
- Calgary Housing Corporation

##### Secondary:

- Community associations
- Southern Alberta Cooperative Housing Association

**incremental resources: NO**

#### timeline:

Mid-term

## strategy two

Build and promote Calgary as a city to live a creative, active life.

### action one

Develop an integrated, multi-modal transportation system that supports a prosperous and competitive economy.

#### tactics:

- Work with the province and private sector developers to utilize new, innovative financing tools
- Lobby the province to make changes to the Municipal Government Act (Alberta) allowing alternative revenue generation options for the City of Calgary
- Continue to explore alternative financing and management models for infrastructure projects
- Maintain automobile and commercial goods vehicle mobility while increasing emphasis on alternative modes of transportation
- Provide safe and accessible public transit service

#### key performance indicators:

- Spending on transportation infrastructure
- Commute times
- Transit usage

#### lead organization:

City of Calgary – Transportation

#### stakeholders:

##### Primary:

- City of Calgary
- Province of Alberta
- Private sector

**incremental resources: NO**

#### timeline:

Long-term



## strategy two

Build and promote Calgary as a city to live a creative, active life.

### action two

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, Rivers area).

#### tactics:

- Prioritize the creation and upkeep of purpose-built arts spaces within the Centre City
- Include an artistic element in key aspects of Centre City Planning
- Assess and allocate land to allow for future potential expansion in meeting and convention facilities
- Build additional hotel room capacity in the Centre City
- Support the development and growth of local businesses in the Centre City
- Expand recreation and green spaces, walking and cycling corridors
- Enhance public transit within the Centre City

#### key performance indicators:

- Tourism, meetings and conventions numbers in the Centre City
- Population in Centre City Area
- Pedestrian and bicycle traffic in the Centre City

#### lead organization:

City of Calgary – Centre City

#### stakeholders:

##### Primary:

- Calgary TELUS Convention Centre
- Calgary Transportation
- Calgary Recreation
- Calgary Municipal Lands Corporation
- Calgary Stampede
- Hotel developers
- Downtown development community

##### Secondary:

- Downtown Association
- Community associations
- Calgary Zoo
- TELUS Spark
- Private sector
- Calgary Hotel Association
- National Music Centre

incremental resources: NO

timeline:

Long-term



## strategy two

Build and promote Calgary as a city to live a creative, active life.

### action three

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

#### Tactics:

- Increase availability of arts space
- Increase support and visibility for the arts
- Enable more public exhibition and presentation of art
- Seek opportunities for Calgarians to engage with and participate in artistic experiences

#### key performance indicators:

- Number of arts and culture events
- Citizen engagement in arts and culture
- Access to art incubator programs and services
- Number of positive news stories about arts and culture in Calgary
- Student enrollment in arts courses
- Number of arts and culture awards won by Calgarians

#### lead organization:

Calgary Arts Development

#### stakeholders:

##### Primary:

- City of Calgary
- C-Space

##### Secondary:

- EPCOR Centre for the Performing Arts
- National Music Centre
- Post-secondary institutions
- Calgary's boards of education
- Not-for-profit arts and culture organizations
- Private sector
- Community associations

incremental resources: NO

timeline:

Mid-term - long-term



**strategy two**

Build and promote Calgary as a city to live a creative, active life.

**action four**

Build a city where all Calgarians can participate in sport and recreation to the extent they choose.

**tactics:**

- Continue to build appropriate sport and recreational facilities based on community needs
- Continue to provide assistance programs to improve access for low-income families to participate in sport
- Promote Calgary as a destination for national and international sporting events

**key performance indicators:**

- Calgarians living an active, healthier lifestyle
- Number of sporting awards won by Calgarians
- Wellness measures among Calgary residents

**lead organization:**

City of Calgary - Recreation

**stakeholders:**

**Primary:**

- Sport Calgary
- Tourism Calgary
- Calgary Sport Tourism Authority

**Secondary:**

- YMCA
- Recreation facility operators
- Community associations

**incremental resources:** NO

**timeline:**

Mid-term - long-term

# collaborative energy

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

**rationale:**

*There are multiple private sector, not-for-profit and city-funded agencies promoting Calgary as a place to live, study, visit and do business. Our promotional brand for Calgary is good step forward. Better collaboration to communicate more intensely with this one voice will increase the effectiveness of individual marketing efforts. Similarly, collaboration is seen as a fundamental aspect to the successful implementation of the Economic Strategy for Calgary.*

Perceptions research shows that while Calgary is viewed positively as a place to work, do business and earn income, others perceive Calgary as lacking access to culture, cultural diversity, economic diversity and academic choices. At the same time, stakeholders consider that a lack of coordination and buy-in resulted in limited success implementing the 2008 Strategy.



strategy one

Tell Calgary's unique and compelling story with one voice.

action one

Position Calgary as the location of choice to live, visit, meet, start a business and invest.

tactics:

- Support *Calgary. Be Part of the Energy.* as the unified, locally embraced brand
- Build a brand adoption tool kit for corporate Calgary and other organizations
- Coordinate and enhance marketing campaigns in key target markets across Canada
- Develop and deploy an ambassador program for Calgary
- Launch a social media contest to collect personal Be Part of the Energy Stories

key performance indicators:

- Perceptions of Calgary as a place to visit, live, study, launch a career, meet or compete
- Scores on external rankings on quality of life, ability to find a life, employment, etc.
- Number of organizations using the brand

lead organization:

Calgary Economic Development

stakeholders:

Primary:

- Calgary TELUS Convention Centre
- Tourism Calgary
- Innovate Calgary
- Calgary Arts Development
- City of Calgary

Secondary:

- Calgary Hotel Association
- Calgary Airport Authority
- Business Revitalization Zones
- Post-secondary institutions
- Private sector
- Travel Alberta
- Government of Alberta
- Industry associations

incremental resources: YES

Immediate

timeline:

Private sector

strategy one

Tell Calgary's unique and compelling story with one voice.

action two

Showcase Calgary's urban assets to the world and increase citizen participation in events and festivals.

tactics:

- Attract and leverage world class events and festivals
- Support and grow smaller events and festivals
- Redefine western values to focus on Calgary's spirit of neighbours helping neighbours, welcoming newcomers and a 'can-do' attitude

key performance indicators:

- Awareness level of Calgary in foreign markets
- Visitation to Calgary throughout the year
- Hotel weekend occupancy rates
- Participation in festivals
- Civic pride

lead organization:

Tourism Calgary

stakeholders:

Primary:

- Calgary TELUS Convention Centre
- Calgary Hotel Association
- Calgary Arts Development
- Calgary Stampede
- Calgary Sport Tourism Authority

Secondary:

- Calgary Economic Development
- Existing festival and event organizations
- City of Calgary
- Private sector
- Travel Alberta

incremental resources: NO

timeline:

Immediate - mid-term



## strategy two

Connect organizations and individuals to build collaboration, leadership and reporting on the activities of the Economic Development Strategy for Calgary.

### action one

Implement the Economic Development Strategy.

#### tactics:

- Convene a leadership committee for the strategy's implementation
- Align performance metrics with metrics utilized by key stakeholders
- Host an annual economic summit to report on progress and gain feedback on the strategy's implementation from the broader stakeholder community
- Take opportunities to raise awareness of community and economic development issues with Council and City Administration

#### key performance indicators:

- Awareness of economic development activities in Calgary
- Awareness and support of economic development by City Council
- Return on Investment for City of Calgary investment in economic development
- Successful implementation of actions associated with the Economic Strategy for Calgary

#### lead organization:

Calgary Economic Development

#### stakeholders:

##### Primary:

- City Council and Mayor's office
- City Administration
- Tourism Calgary
- Calgary TELUS Convention Centre
- Calgary Arts Development
- Innovate Calgary
- Post-secondary institutions
- Calgary Regional Partnership

##### Secondary:

- All other stakeholders named in the Economic Development Strategy

#### incremental resources: YES

- City of Calgary (Calgary Economic Development includes the request for one (1) FTE to support the implementation of the Economic Strategy in the 2015-2019 Budget and Business Plan submission)

#### timeline:

Immediate

Special thanks to the individuals serving on the Project Advisory Committee that dedicated their time and knowledge to the Strategy refresh. Their input has been invaluable in creating a dynamic and relevant document and because of their efforts, the Strategy is reflective of Calgary's strengths, opportunities and aspirations.

Steve Allan, Chair, Project Advisory Committee  
Hisham Al-Shurafa, Startup Calgary  
Jason Au, Calgary Chinese Merchants Association  
Angela Avery, ConocoPhillips  
Cam Bailey, Retired, McKinsey & Company  
Fariboizr Birjandian, Calgary Catholic Immigration Services  
Suzanne Boss, Suncor Energy  
Andrew Browne, Startup Calgary  
Elizabeth Cannon, University of Calgary  
Sean Collins, Accelerator YYC  
Bob Cummings, Westjet  
Dani DeBoice, First Calgary Financial  
Scott Deederly, City of Calgary – Office of the Mayor  
Mike Evans, Atlas Development  
Charlie Fischer, Retired  
Peter Garrett, Innovate Calgary  
Cori Ghitter, Dentons (formerly)  
Wilf Gobert, Calgary Economic Development (formerly)  
Jim Gray, Canada West Foundation  
Robert Hayes, Bank of Montreal  
Bob Holmes, Calgary TELUS Convention Centre  
Walter Hossli, Momentum  
Guy Huntingford, Urban Development Institute  
Narmin Ismail-Teja, Western Management Consultants  
Noel Keough, Sustainable Calgary  
Adam Legge, Calgary Chamber  
Rod McKay, Tourism Calgary  
Lucy Miller, United Way  
Chima Nkemdirim, City of Calgary – Office of the Mayor  
Patti Pon, Calgary Arts Development Authority  
Dean Prodan, Calgary Arts Development  
Susan L. Riddell Rose, Perpetual Energy  
Maggie Schofield, Calgary Downtown Association  
Quincy Smith, Travel Alberta (formerly)  
David Swanson, Calgary Airport Authority  
Michael Urquhart, Sport Calgary  
Tamera Van Brunt, Enmax  
Michael Whitt, Innovate Calgary  
Karen Young, City of Calgary, Community and Neighbourhood Services (formerly)

