

***Building on Our Energy: the  
Economic Strategy for Calgary***  
2017 Progress Report

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## EXECUTIVE SUMMARY

After two years of economic recession, Calgary experienced upward GDP growth in 2017. While this is reflected in progress towards 9 of 14 core indicators in 2017, only seven have shown positive progress since 2014. With 13 million ft<sup>2</sup> of vacant downtown office space and historically high unemployment rates, Calgary still faces challenges. Locally, Calgary's sense of community remains largely unchanged. We did experience a clear increase in the perceptions of Calgary across the country. While overall GDP did increase for the first time since 2014, the city is only now seeing GDP equal to 2014 levels. Non-residential assessment as a share of total assessment declined and our reliance on oil and gas in the economy remains unchanged. There was improved progress towards both residential and total land use diversity. While there was positive progress towards shared prosperity metrics on a year over year basis – three of four indicators remain below 2014 levels.

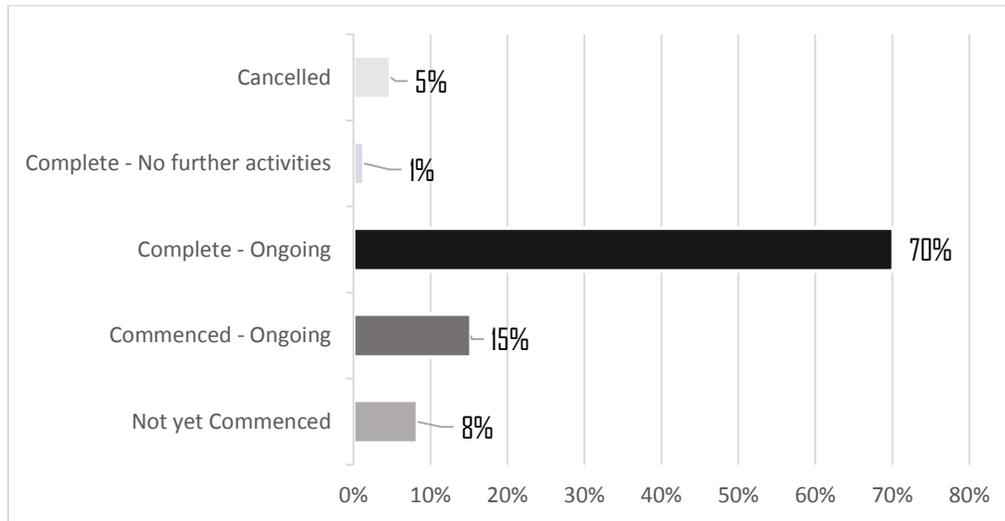
Efforts in implementing continue and have been enhanced in several areas with 87 per cent of tactics complete or underway. Tactics continue to adapt accordingly to changes in the economy and with lessons learned. In the second year of Opportunity Calgary funding, Calgary Economic Development was able accelerate its activities and impacts of the economic strategy for Calgary. Our organization has developed a better understanding of Calgary's value propositions for our core target sectors, and has made better connections inside industries. This has resulted in Calgary Economic Development helping to attract/retain/expand 67 companies and create or retain 5,719 jobs in 2017, with a contribution of over \$500 million to our economy.

Tourism Calgary launched Calgary's Destination Strategy – Ultimate Hosts: Ultimate Host City, which has a strong focus on marketing Calgary, developing alignment between industry and stakeholders, attracting visitors and events and fostering a welcoming destination for visitors. Calgary Arts Development published an updated Arts and Culture Infrastructure study and report, implemented a survey of Arts Professionals working in Calgary and established a Sustainability Framework Working Group to develop a structure for sustainability in the arts in Calgary.

Private and public sector stakeholders such as the Rainforest group, along with Calgary Technologies Inc., Startup Calgary and Calgary Economic Development, gathered to develop strategies in strengthening Calgary's innovation ecosystem. With support from The City of Calgary's Resiliency Fund, Calgary Economic Development acquired Startup Calgary in 2017. In the first year Startup Calgary exceeded all performance measures. They referred 38 startups to other programs, assisted 15 startups in receiving funding and startup clients generated 17 jobs.



Figure 1: Overall Progress December 31, 2017



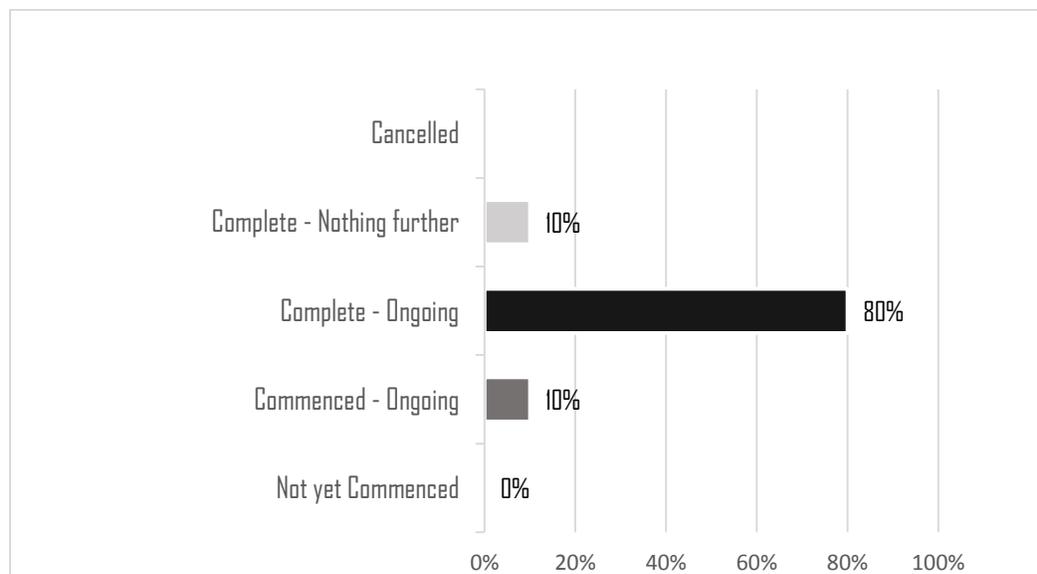
The following is a summary of the Economic Strategy activities for the 2017 calendar year, and contains highlights from the Opportunity Calgary Initiative, which ran from 2016 April to 2018 March.

## Global Energy

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

2017 December - 100 per cent of Global Energy tactics completed or commenced (2016 December- 90 per cent)

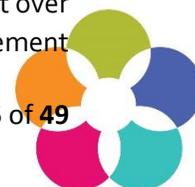
Figure 2: Global Energy Progress



A collaboration of private sector and post-secondary organizations put forward the Clean Resource Innovation Network (CRIN) application to the federal Innovation Supercluster program. Unfortunately, the federal government did not approve this application; however, CRIN is still moving forward with developing strategies and actions to advance the Energy sector in a sustainable manner. To supplement this strategy, Calgary Economic Development completed a Clean Technology in Oil and Gas sector study in order to gain a better understanding of the clean technology size and scope in Calgary. This led to the development of action plans designed to support local business needs, grow key components of the value chain and attract new talent and investment. Finally, Calgary Economic Development worked with the City and private sector stakeholders to successfully advocate and retain the offices of the National Energy Board in Calgary.

Results from Calgary Economic Development's Annual Client Survey indicate that the most common service requested by agencies is for Calgary Economic Development to encourage external investment in Calgary and promote Calgary to external markets. In 2017, Calgary Economic Development conducted 13 outbound trade missions, 29 inbound trade missions and six webinars for overseas trade commissioners. The Stampede Investment Forum expanded to include renewable energy, financial services and agribusiness.

Opportunity Calgary funding was used to raise awareness around opportunities in renewable energy and energy efficiencies. We anticipate that Alberta will lead the nation in renewable energy investment over the next few years, with a spotlight on Calgary. Round one of the Renewable Energy Procurement



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

Progress Update as at 31 December 2017 (Opportunity Calgary reported as January 1- December 31, 2017)

program resulted in the selection of four wind energy projects in southern Alberta and a total installed capacity of 600MW. This program generated significant interest and investment in Alberta, and after establishing their head office in Calgary, the Energy Efficiency Alberta's office expanded to 40 employees from zero.

With momentum building around the development of green solutions, Calgary Economic Development collaborated with the Pembina Institute and Rocky Mountain Institute to study corporate market demand for renewables. The intent is to establish platforms and head offices in Calgary that match corporate buyers to renewable energy developers. This follows the same fast growing, corporate procurement of renewables trends seen in the United States.

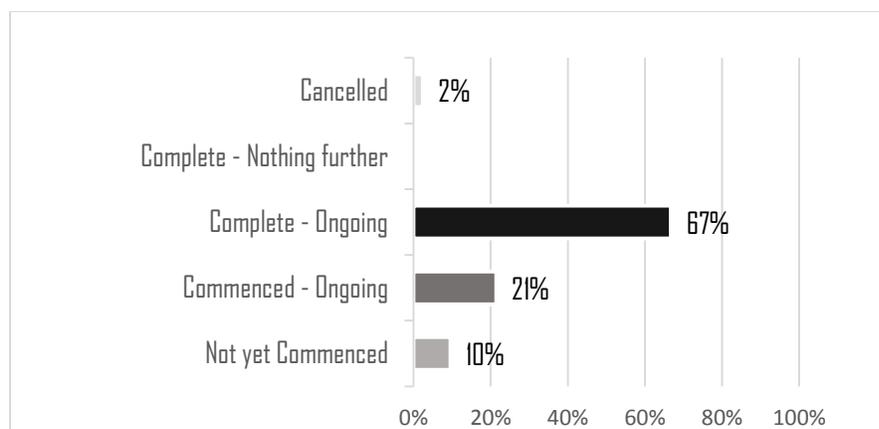
*Renewable Energy Impacts for 2017: 51 active prospects, 40 net new leads, 9 investments companies, 7 companies retained/expanded and 2 trade deals signed, resulting in 598 jobs created or retained.*

## Entrepreneurial Energy

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

2017 December - 88 per cent of Entrepreneurial Energy tactics completed or commenced. (Decline from 93 per cent reflecting reprioritization of tactics)

Figure 3: Entrepreneurial Energy Progress



In an effort to continue diversifying over multiple sectors, Calgary Economic Development initiated a campaign to become the national headquarters for the Canada Infrastructure Bank, supported the Smart Agriculture supercluster submission and launched a public bid for Amazon HQ2. In addition, The City of Calgary approved a collaboration between City Administration and Calgary Economic Development to allow testing of autonomous vehicles on City owned land and property.

Tourism Calgary continued its efforts to develop Calgary's tourism industry by implementing Calgary's Destination Strategy - Ultimate Hosts: Ultimate Host City. This strategy aims to increase visitors to Calgary, enhance the visitor experience and attract, develop and deliver more sport, culture and major events in Calgary. Boosted by Canada 150 celebrations, a low dollar and beautiful weather, Calgary recorded 6,983,700 visits (up 3.7 per cent) to Calgary in 2017. This included supporting 83 events and generating 41, 500 event related hotel room nights contracted.



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

Progress Update as at 31 December 2017 (Opportunity Calgary reported as January 1- December 31, 2017)

In 2017, Calgary Economic Development's work in Transportation and Logistics identified 102 qualified leads and resulted in ten companies pitched/hosted in Calgary, with real estate locations identified. Significant wins included the attraction of an Amazon fulfillment centre, an expansion of The Home Depot's distribution centres, as well as the establishment of headquarters for Swoop Airlines, all within the Calgary region.

*Transportation and Logistics Impacts for 2017: 3 investments engaged/attracted/expanded generating 1,425 jobs.*

In its second year, the Calgary Film Centre added value as a strong and sustainable initiative of Calgary Economic Development and in 2017 it facilitated the attraction of four major film and TV productions, five mid-size projects and the retention of two film and TV production projects. This resulted in \$175 million in Film and TV production. In addition, through the collaborative efforts between the City of Calgary and Calgary Economic Development, the Government of Alberta increased the Alberta Media Fund to \$45 million, with a \$7.5 million cap per project. The Calgary Film Centre has developed more programming and increased access to the facility for local artists. In 2017 the Calgary Film Centre hosted three workshop weekends with 165 participants and two industry events with 225 attendees.

*Creative Industries Impacts for 2017: 13 projects attracted or retained, \$175 million in economic activity creating or retaining 1,514 jobs.*

In 2017, Calgary Economic Development worked with Olds College, the private sector and other Post-Secondary Institutions to submit an application for the Smart Agri-food Supercluster to the Innovation Superclusters Initiative. The application made it to the second round but was not approved. It did, however, result in Calgary Economic Development signing the Calgary-Olds Smart Agri-Food Corridor MOU. This will strengthen the agribusiness innovation ecosystem and increase support to entrepreneurs. This partnership lays the foundation for future developments, such as an Agrizone. Calgary Economic Development completed a food and beverage manufacturing and processing survey to better understand which companies have potential but may need assistance with exporting their products globally.

*Agribusiness Impacts for 2017: 31 active prospects, 23 new leads into sector, 8 companies engaged/attracted/expanded, generating/retaining 693 jobs.*

### **Innovative Energy**

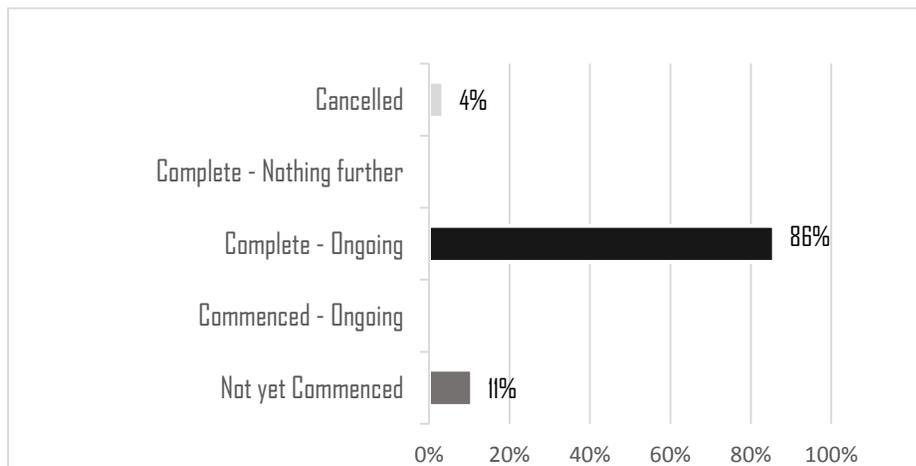
**Goal: Calgary fosters a culture of innovation where problems are solved through a systems approach and harness the power of technology.**

2017 December - 86 per cent of Innovative Energy tactics completed or commenced. (Unchanged)

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

Progress Update as at 31 December 2017 (Opportunity Calgary reported as January 1- December 31, 2017)

Figure 4: Innovative Energy Progress



In 2017, The City of Calgary released \$325 thousand in Opportunity Calgary funds to Calgary Economic Development to support Startup Calgary's efforts to build and sustain early stage startups. In addition to Calgary Economic Development acquiring Startup Calgary, we collaborated with Calgary Technologies Inc. and A100 to form the Calgary Innovation Coalition. This coalition was able to strategically coordinate how various organizations serve entrepreneurs along the business continuum and increase the number and quality of services for entrepreneurs in the community.

*Startup Calgary Impacts for 2017: 23 clients referred to incubator/accelerator programs, 7 clients receiving funding, generating 11 jobs.*

In 2017, Calgary's innovation ecosystem continued to experience a rise in demand for startup support services. In response to this, Alberta Innovates funded the Alberta Accelerator & Entrepreneur Incubator (AEI) Program, which added additional business advisor capacity for both Calgary Technologies Inc. and Startup Calgary. In late 2017, the University of Calgary launched the Hunter Hub for Entrepreneurial Thinking, delivering programming and investments in physical assets that advances the principles of entrepreneurial thinking throughout the university. Creative Destruction Labs (CDL) Rockies was launched and the initial cohort raised more funds faster than the two previous CDL programs in Toronto and Vancouver.

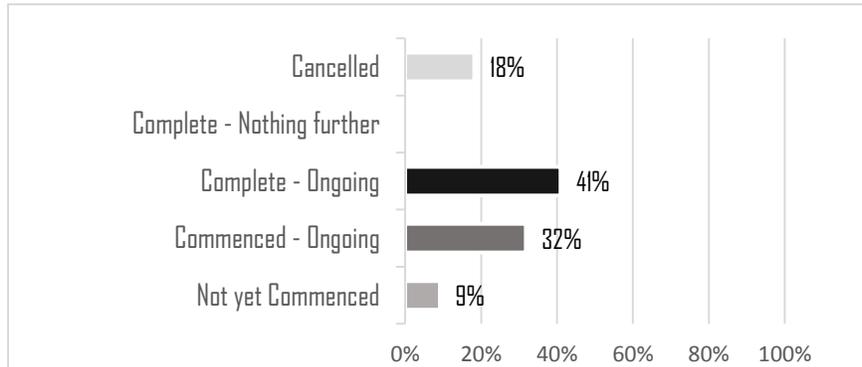
With more programs, services and capacity in the Calgary region in 2017, the level of client satisfaction has improved. A 2017 survey by Calgary Technologies Inc. showed that 76 per cent of entrepreneurs small and medium enterprises (SME) rated the services provided to the innovation ecosystem as vital or positive for their business. Access to capital continues to be a significant challenge to startups in Calgary. Both qualitative and quantitative information gathered by Calgary Technologies Inc. suggests that Calgary based SMEs are struggling to raise capital locally, even with proven market traction such as the development of Creative Destruction Labs. Rainforest Alberta continues to grow, opening the Nucleus in Calgary as a place to congregate, work, learn and engage in dialogue about innovation.



## People Energy

2017 December - 73 per cent of People Energy Tactics completed or commenced. (Increase from 69 per cent in 2016 December). Note cancellation of tactics reflects changes in the implementation plan of Enough for All.

Figure 5: People Energy Progress



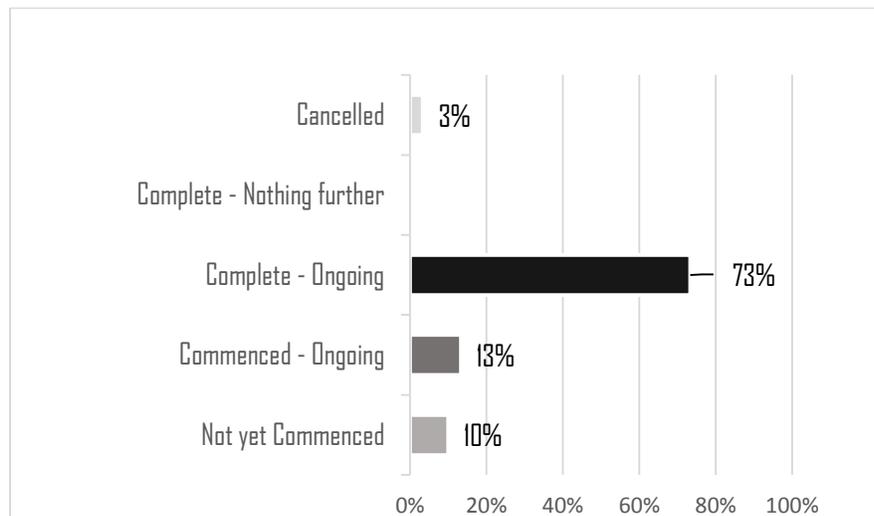
Vibrant Communities Calgary continued to steward the implementation of the Enough for All Strategy, Calgary's poverty reduction strategy. These efforts contributed to a decline in the percentage of Calgarians living below LICO(AT), from 10.9% in 2006 to 8.7% in 2016 (2016 is the most recently available data for this measure). This is a great achievement considering in 2016 Calgary was in the middle of a recession. In 2017, 8,445 tax returns were filed by low income Calgarians, realizing \$3.72 million in refunds. In addition, matched savings programs resulted in over \$400,000 saved to help create financial stability for struggling families and individuals. Calgary Economic Development supported the *Re-Engage* speaker series, including PivotTech, where 2500 Calgarians received a better understanding of the challenges and opportunities in today's economy.

*Impacts for 2017: 13 leads, 4 attractions, 315 jobs generated through attractions and other workforce initiatives.*

## Community Energy

2017 December – 86 per cent of community energy tactics completed or commenced. (Decrease from 90 per cent reflecting changing priorities)

Figure 6: Community Energy Progress



While the number of housing starts continued to decline, the supply of affordable housing increased, and included an increase in the number of registered secondary suites. The Calgary Homeless Foundation reports a reduction in homelessness per capita of 26 per cent in the tenth year of Calgary's plan to end homelessness. While the city is experiencing a decline in transit usage, other forms of transportation increased with the improved downtown cycle track, which became permanent after the pilot program.

Arts and culture continues to be an important component of both building community and contributing to economic diversification. Council approved a Cultural Plan for Calgary leading Calgary Economic Development to successfully secure funding for a Digital Media Strategy, which was conducted in 2017. In order to enhance diversity and access to the arts in Calgary, 159 not-for-profit arts organizations and 67 individual artists received investment from Calgary Arts Development in 2017. Over 90 per cent of Calgarians reported engaging in the arts through media, attendance or creation-based participation.

Opportunity Calgary funding was utilized to implement a Downtown Vacancy/Headquarter Strategy. Downtown office vacancy rates in Calgary now exceed 25 per cent, with over 13 million ft<sup>2</sup> of vacant space. In 2017, Calgary Economic Development hosted a Downtown Economic Summit and undertook a research study to further understand opportunities in Calgary's downtown. A report was brought to Council in Q2 2017 with recommendations for a downtown strategy. A total of five investment attraction missions were conducted to attract headquarters to Calgary, including Alberta's largest mission to China with Deron Bilous, Minister for Economic Development and Trade. This mission included over 70 Alberta companies to build partnerships and raise awareness of the opportunities in Alberta.

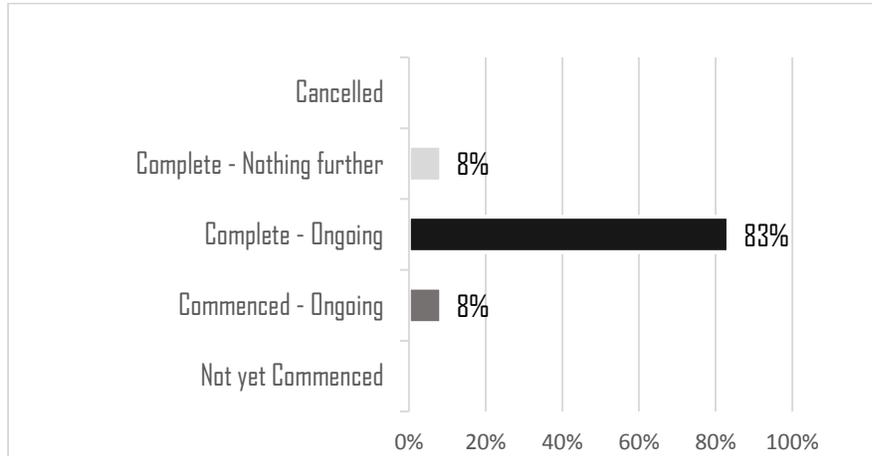
*Impacts to 2017 March: 50 prospects, 5 expansions/attractions.*



## Collaborative Energy

2017 December – 100 per cent of tactics completed or commenced. (Unchanged)

Figure 7: Collaborative Energy Progress



Calgary Economic Development continued efforts to promote Calgary facilitating interviews that generated 1,378 media stories and saw an increase in national and international coverage. Content driven campaign ran throughout the year. Perhaps most significantly, Calgary Economic Development launched Calgary's bid to host Amazon HQ2. The campaign provoked international attention generating over 150 million media impressions. In addition, Tourism Calgary generated over 17 million media impressions and facilitated over a million social media engagements.

*2017 Impact: 78 per cent of those surveyed registered positive impressions of Calgary as a place to do business and 82 per cent of Calgarians agree that Calgary is a great place to make a life.*

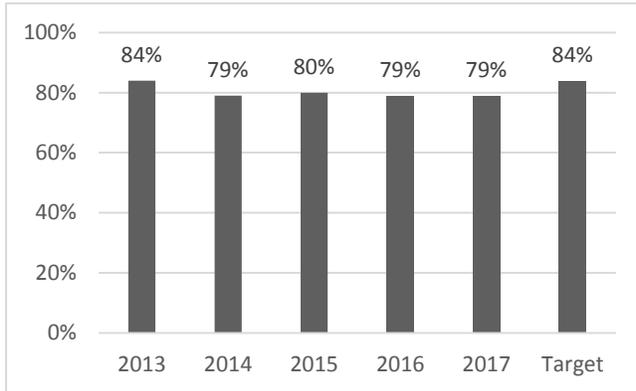
With Calgary named as one of the Rockefeller Foundation's Resilient Cities, Calgary Economic Development will work closely with the city to incorporate and align the economy resiliency plans with the Economic Strategy. At the same time, Calgary Economic Development initiated a refresh of the Economic Strategy, scheduled to complete in 2018.



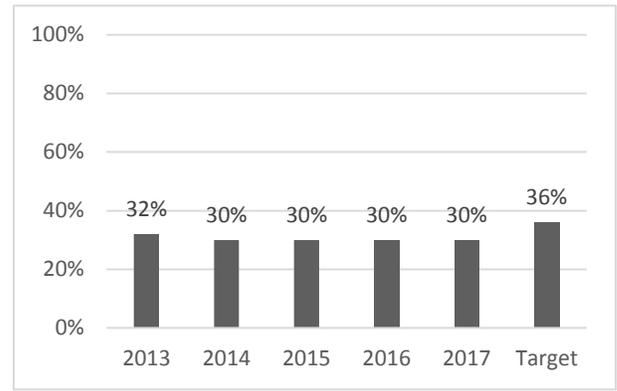
**CORE INDICATOR UPDATE**

**Sense of Community**

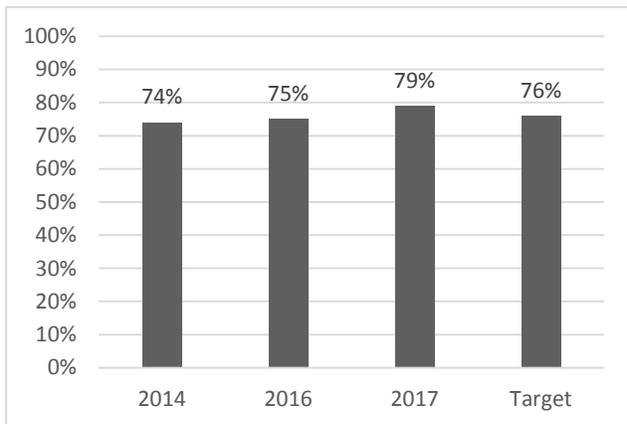
Percentage of Calgarians who are satisfied with the overall level and quality of City services and programs



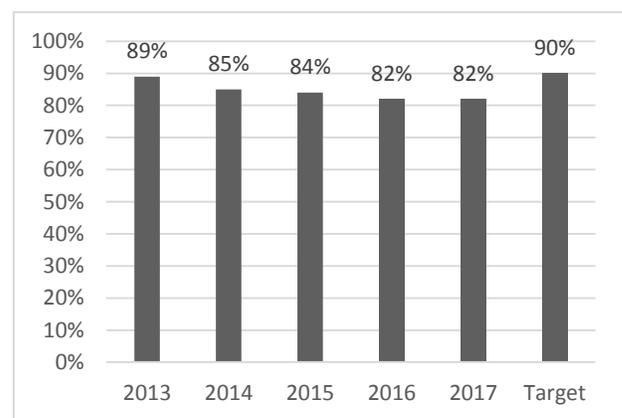
Percentage of Calgarians regularly involved in neighbourhood and community events



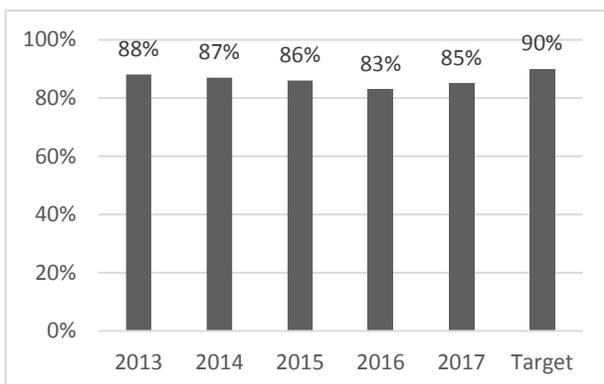
Percentage of Canadians in national perceptions research ranking overall perceptions of Calgary as favourable



Percentage of Calgarians agreeing that Calgary is a great place to make a life

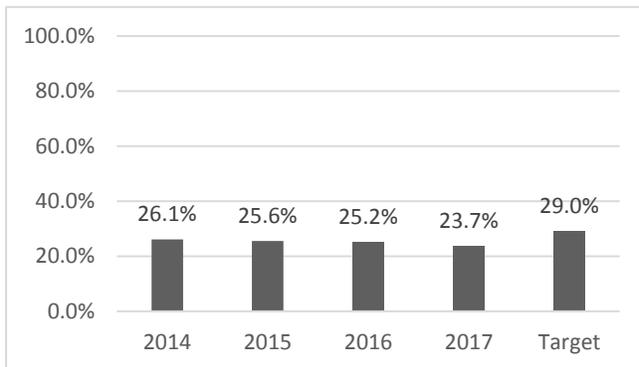


Percentage of Calgarians agreeing that overall quality of life is good

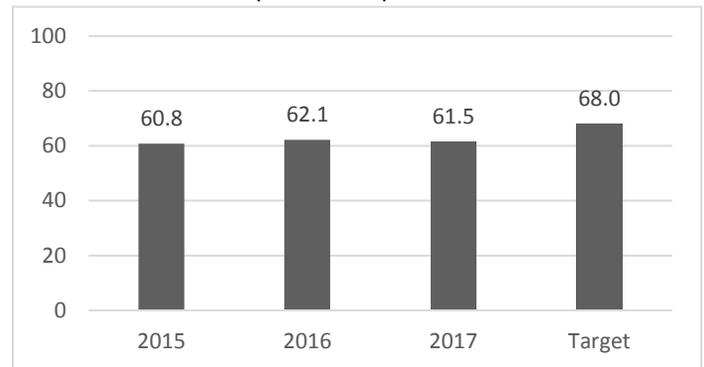


Sustainable Development and Purposeful Diversification

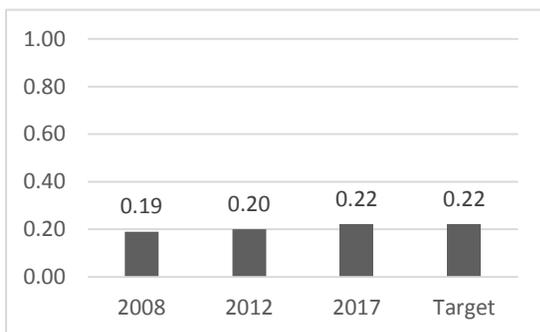
Taxable non-residential assessment share of total assessment



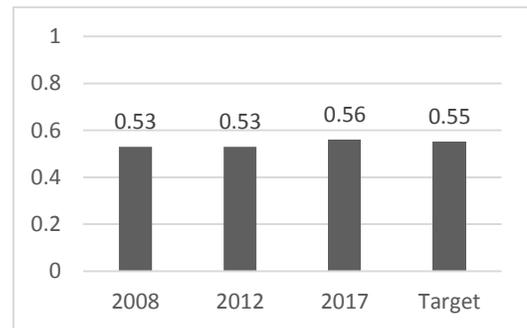
Non-oil and gas diversification score (out of 100)



Residential Diversity Index (out of 1)

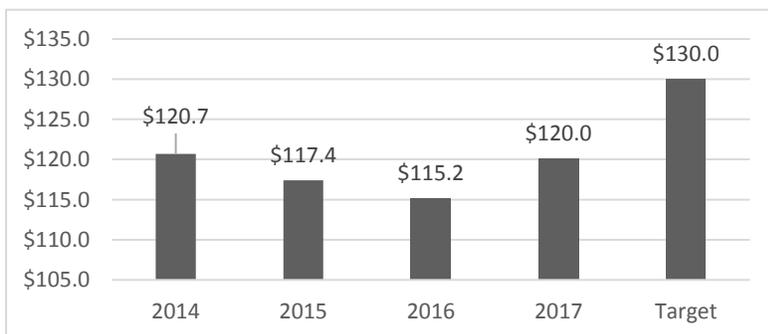


Land Use Diversity Index (out of 1)



*Planning and Development does calculate Residential or Land Use Diversity Indices on an annual basis.*

Overall gross domestic product (GDP) for all industries expressed in billions chained \$2007

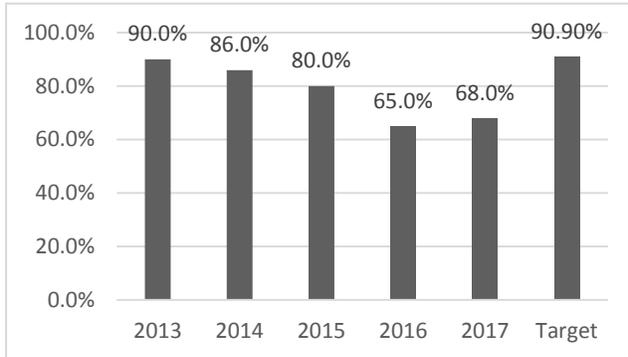


# Building on our Energy: a 10-year economic strategy for Calgary

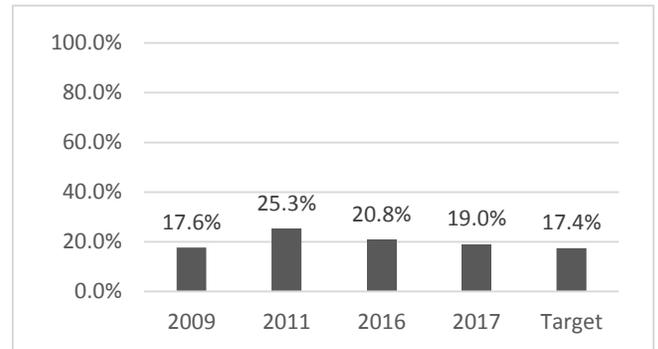
Progress Update as at 31 December 2017 (Opportunity Calgary reported as January 1- December 31, 2017)

## Shared Prosperity

Percentage Calgarians agreeing Calgary is a great place to make a living

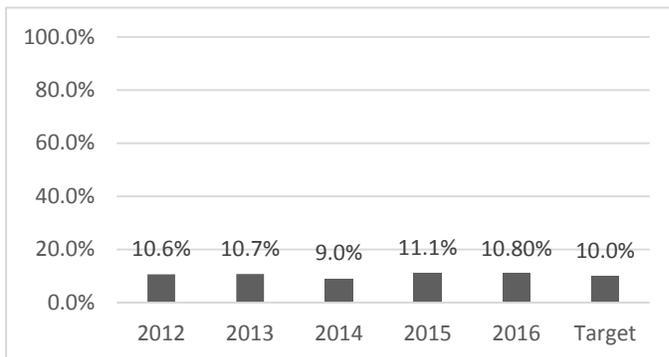


Percentage Calgary households spending more than they can afford on housing (32% of gross family income)\*



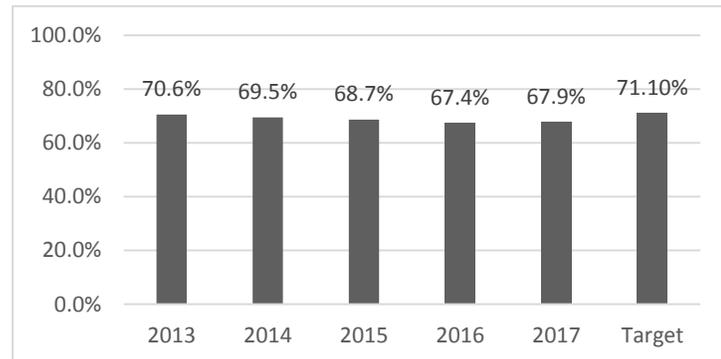
\*2017 estimate from Calgary Homeless Foundation

Percentage of population living at or below Low Income Cut Off Before Tax\*



\*2016 most recently available reporting year

Overall employment rate of Calgarians



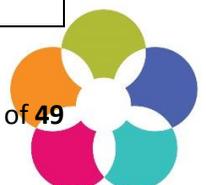
**SUPPLEMENTARY INDICATOR UPDATE**

The following section provides a detailed update to the activities undertaken in 2017 for each action in the Economic Strategy following the Results Based Accountability (RBA) approach.

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**Global Energy**

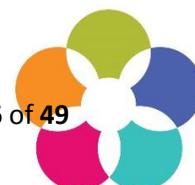
<b>G1.1 Promote the social, environmental and innovative advancements in the energy industry</b>	
Lead: Calgary Economic Development	
<b>How much did we do? (Activities)</b>	<b>How well did we do it? (Outcomes)</b>
<ul style="list-style-type: none"> <li>Hosted 1 Energy Advisory Committee meeting.</li> <li>38 active attraction prospects.</li> <li>11 new leads.</li> <li>Participated in 3 trade missions.</li> <li>12 visits by potential investors.</li> <li>14 companies recruited to missions.</li> </ul>	<ul style="list-style-type: none"> <li>2 companies attracted.</li> <li>7 companies retained and/or expanded.</li> <li>4 trade deals signed.</li> <li>58 jobs created/retained.</li> </ul>
<b>Story behind the baseline</b>	
Calgary Economic Development continued to partner with Alberta’s Industrial Heartland in promoting the Petrochemical Diversification Program (PDP). Efforts have also been made in Clean Technologies providing opportunities to both increase efficiencies in oil and gas as well as provide solutions to soil remediation and carbon emission challenges.	
Activity highlights:	
<ul style="list-style-type: none"> <li>Participation with Clean Resource Innovation Network supercluster application.</li> <li>Completed Clean Technology in Oil and Gas sector study.</li> <li>Successfully advocated and retained the offices of the National Energy Board in Calgary.</li> </ul>	
Action plan:	
<ul style="list-style-type: none"> <li>Focus on Clean Technologies in Oil &amp; Gas.</li> <li>Leverage global partnerships to develop investment attraction targets.</li> <li>Work with Alberta’s Industrial Heartland to support market entry under the PDP.</li> </ul>	



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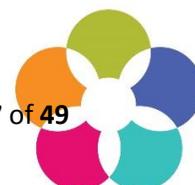
G1.2 Position Calgary as Canada’s leader in the development and deployment of renewable energy and energy efficient technologies.									
Lead: Calgary Economic Development									
<b>How much did we do?</b>	<b>How well did we do it?</b>								
<ul style="list-style-type: none"> <li>• Participated in 5 trade missions.</li> <li>• 15 visits by potential investors</li> <li>• 51 active prospects</li> <li>• 40 new leads</li> </ul>	<ul style="list-style-type: none"> <li>• 9 companies attracted.</li> <li>• 7 companies retained/expanded.</li> <li>• 1 trade &amp; investment deal signed.</li> <li>• 598 jobs created/retained.</li> <li>• Renewable energy employment 2015 = 11,200; 2016 = 11,800; 2017 =10,400.</li> </ul> <p>Renewable Energy business counts</p> <table border="1"> <caption>Renewable Energy business counts</caption> <thead> <tr> <th>Year</th> <th>Count</th> </tr> </thead> <tbody> <tr> <td>2015</td> <td>68</td> </tr> <tr> <td>2016</td> <td>62</td> </tr> <tr> <td>2017</td> <td>65</td> </tr> </tbody> </table>	Year	Count	2015	68	2016	62	2017	65
Year	Count								
2015	68								
2016	62								
2017	65								
<b>Story behind the baseline</b>									
Calgary Economic Development continued to leverage provincial and federal initiatives, most notably Alberta’s Climate Leadership Plan, to position Calgary as Canada’s leader in the development and deployment of renewable energy and energy efficiency technologies.									
Activity highlights:									
<ul style="list-style-type: none"> <li>• Round One of the Renewable Energy Procurement program resulted in the selection of 4 wind energy projects in southern Alberta with a total installed capacity of 600MW. Job expansion in Calgary will be minimal, mostly project related and construction. However, indirect job creation in Calgary that has been generated of interest from companies across the world looking to develop projects in Alberta has been substantial.</li> <li>• Calgary Economic Development partnered with the Pembina Institute and Rocky Mountain Institute to study corporate market demand for renewables and establish a platform to match corporate buyers with renewable energy developers.</li> <li>• In its first year, Energy Efficiency Alberta’s office expanded to 40 employees in Calgary.</li> <li>• Stampede Investment Forum included renewable energy for the third consecutive year.</li> </ul>									
Action plan:									
<ul style="list-style-type: none"> <li>• Capitalize on the provincial policy framework to attract renewable energy companies.</li> <li>• Capitalize on Energy Efficiency Alberta office location in Calgary to support investment in energy efficiency.</li> <li>• Continue to participate in trade missions to generate investment leads.</li> <li>• Launch Business Renewable Centre in Calgary.</li> </ul>									

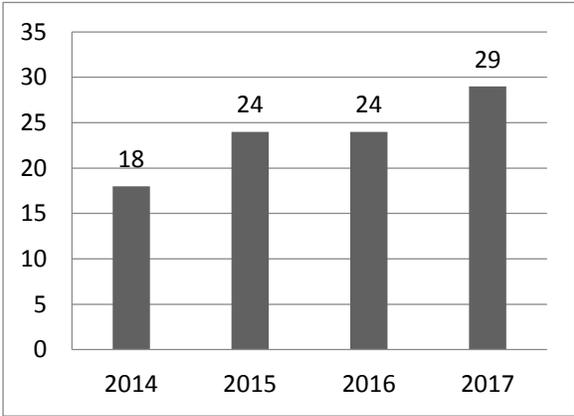


# Building on our Energy: a 10-year economic strategy for Calgary

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G2.1: Collaborate to enhance the effectiveness of international investment and trade missions											
Lead: Calgary Economic Development											
<b>How much did we do?</b>	<b>How well did we do it?</b>										
<ul style="list-style-type: none"> <li>• 5 training webinars to global government &amp; investment offices.</li> <li>• 24 trade and investment leads from international trade offices.</li> <li>• 15 trade/investment leads from global partners.</li> <li>• 55 trade/investment leads from inbound and outbound missions</li> </ul>	<p>Companies and film projects supported remain, relocate, expand or invest in Calgary</p> <table border="1"> <thead> <tr> <th>Year</th> <th>Count</th> </tr> </thead> <tbody> <tr> <td>2014</td> <td>23</td> </tr> <tr> <td>2015</td> <td>9</td> </tr> <tr> <td>2016</td> <td>37</td> </tr> <tr> <td>2017</td> <td>67</td> </tr> </tbody> </table>	Year	Count	2014	23	2015	9	2016	37	2017	67
Year	Count										
2014	23										
2015	9										
2016	37										
2017	67										
<b>Story behind the baseline</b>											
Calgary Economic Development continues to forge strong relationships with Government of Alberta, Government of Canada, Consider Canada City Alliance and the private sector in executing trade and investment missions. Partnerships increase our on-the-ground knowledge, enhance our ability to disperse information about Calgary and provides higher quality leads from trade missions.											
Activity highlights:											
<ul style="list-style-type: none"> <li>• Established partnerships with Chinese Incubation Centre and Canada ASEAN Business Council.</li> <li>• Three outbound trade and investment missions to China.</li> <li>• Utilized Opportunity Calgary funding to purchase subscription to fDi Markets Platform as a lead generation tool.</li> </ul>											
Action plan:											
<ul style="list-style-type: none"> <li>• Continue to strengthen relationships with Canada and Alberta trade offices.</li> <li>• Coordinate missions with the Consider Canada City Alliance.</li> <li>• Launch the Trade Accelerator Program.</li> <li>• Enhance access to trade development resources.</li> </ul>											



G2.2: Collaborate with high growth energy-related industries to maximize investment and trade opportunities											
Lead: Calgary Economic Development											
<b>How much did we do?</b>	<b>How well did we do it?</b>										
<ul style="list-style-type: none"> <li>Participated in 13 outbound trade missions.</li> <li>Hosted 29 inbound delegations.</li> </ul>  <table border="1"> <caption>Inbound Delegations (2014-2017)</caption> <thead> <tr> <th>Year</th> <th>Number of Delegations</th> </tr> </thead> <tbody> <tr> <td>2014</td> <td>18</td> </tr> <tr> <td>2015</td> <td>24</td> </tr> <tr> <td>2016</td> <td>24</td> </tr> <tr> <td>2017</td> <td>29</td> </tr> </tbody> </table>	Year	Number of Delegations	2014	18	2015	24	2016	24	2017	29	<ul style="list-style-type: none"> <li>supported 5 new market entrants through the Global Business Centres</li> <li>Generated over 212 active investment prospects.</li> </ul>
Year	Number of Delegations										
2014	18										
2015	24										
2016	24										
2017	29										
<b>Story behind the baseline</b>											
Calgary Economic Development understands that international markets are an important source of business development and growth for Calgary based companies. In our Spring 2017 Business Confidence survey 27% of businesses responded they will investigate new markets outside of Canada.											
Activity highlights:											
<ul style="list-style-type: none"> <li>Participated in trade mission led by Nexen/CNOOC.</li> <li>Stampede Investment Forum hosted 70 delegates from 43 companies from 11 countries.</li> </ul>											
Action plan:											
<ul style="list-style-type: none"> <li>Launch the Trade Accelerator Program (TAP).</li> <li>Focus on exporting Calgary’s unique expertise in energy, agribusiness and transportation and logistics.</li> <li>Explore cross sector opportunities for technologies developed by/for the oil and gas sector.</li> </ul>											



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

Progress Update as at 31 December 2017 (Opportunity Calgary reported as January 1- December 31, 2017)

## Entrepreneurial Energy

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

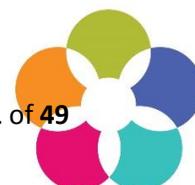
E1.1: Make Calgary more competitive and maximize growth opportunities by increasing local intelligence outreach	
Lead: Calgary Economic Development	
<b>How much did we do?</b>	<b>How well did we do it?</b>
<ul style="list-style-type: none"> <li>Collaborated with the Calgary Chamber to conduct Spring and Fall Business Confidence surveys.</li> </ul>	<ul style="list-style-type: none"> <li>Business Confidence Index found optimism in the economy has increased to 64.2 (Fall) from 60.8 (Spring).</li> <li>Negative perceptions of the economy declined from 46% (2016) to 42% (Fall 2017).</li> <li>42% (up from 25%) Business Confidence respondents report their business performed well in the last year.</li> </ul>
<p><b>Story behind the baseline</b></p> <p>Calgary Economic Development, in collaboration with the Calgary Chamber, conducted our Business Confidence Survey in both the spring and the fall of 2017. 2017 was the first year in which these surveys developed a Confidence and Health Index, which provided a baseline and robust measure for general business confidence in the economy and business prospects as well and general business health. Looking year over year, results show that perceptions of the economy are slowly rebounding.</p>	
<p>Activity highlights:</p> <ul style="list-style-type: none"> <li>In 2017, Calgary Economic Development increased the number of qualified leads to 377 from 211.</li> <li>Calgary Economic Development created the Concierge Services team to enhance after care services to clients.</li> <li>Conducted a study to compare business investment and operating costs in Calgary against select cities.</li> </ul>	
<p>Action plan:</p> <ul style="list-style-type: none"> <li>Continue to build a culture of client services with plans to follow clients for 4 years after initial contact.</li> <li>Conduct Business Confidence survey in spring and fall 2018 and monitor Business Confidence and Health Indexes.</li> </ul>	

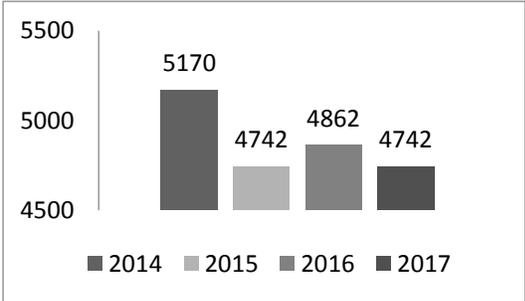


E1.2: Build financial services capacity to grow and attract financial institutions (banks, fund management, investment firms, and private equity).											
Lead: Calgary Economic Development											
<b>How much did we do?</b>	<b>How well did we do it?</b>										
<ul style="list-style-type: none"> <li>• 43 active prospects.</li> <li>• 50 new leads.</li> <li>• 10 visits by potential investors.</li> <li>• 5 companies recruited to missions.</li> <li>• Due to extreme volatility in the scores, Calgary no longer records the Global Financial Services Index ranking.</li> </ul>	<ul style="list-style-type: none"> <li>• 1 companies engaged/attracted.</li> <li>• 1 trade &amp; investment deal.</li> <li>• 8 jobs created/retained.</li> <li>• employment Calgary CMA 2014 = 19,000; 2015 = 21,200; 2016 = 21,600; 2017 = 19,600.</li> </ul> <p>Business counts in the Calgary CMA</p> <table border="1"> <caption>Business counts in the Calgary CMA</caption> <thead> <tr> <th>Year</th> <th>Business Counts</th> </tr> </thead> <tbody> <tr> <td>2014</td> <td>1416</td> </tr> <tr> <td>2015</td> <td>1347</td> </tr> <tr> <td>2016</td> <td>1456</td> </tr> <tr> <td>2017</td> <td>1512</td> </tr> </tbody> </table>	Year	Business Counts	2014	1416	2015	1347	2016	1456	2017	1512
Year	Business Counts										
2014	1416										
2015	1347										
2016	1456										
2017	1512										
<b>Story behind the baseline</b>											
<p>Since the economic slowdown, perceptions of Calgary as a place to invest have diminished. Calgary Economic Development is marketing the financial bench strength of the city. There is considerable available talent in financial services as the sector has experienced layoffs.</p>											
Activity highlights:											
<ul style="list-style-type: none"> <li>• Completed an Assessment of Calgary as a Financial Centre report, which outlines Calgary's unique strengths and opportunities as a financial hub in Canada.</li> <li>• Launched a public campaign to secure the headquarters of the Canada Infrastructure Bank.</li> </ul>											
Action plan:											
<ul style="list-style-type: none"> <li>• Leverage Calgary's financial services strengths to attract investment across all sectors.</li> <li>• Continue to participate in inbound and outbound missions to generate investment leads.</li> <li>• Target potential back office banking functions to be located in Calgary.</li> </ul>											



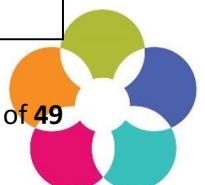
<p>E1.3: Maintain a sufficient, available supply of future industrial and employment land for development within Calgary and the region</p>																	
<p>Lead: Calgary Regional Partnership and The City of Calgary</p>																	
<p><b>How much did we do?</b></p> <ul style="list-style-type: none"> <li>• 177 outreach meetings with local businesses to determine real estate needs.</li> <li>• 131 qualified as solid leads.</li> <li>• 53 pitched/hosted in Calgary with real estate locations identified.</li> <li>• 2 in-bound North American site selection familiarization tours.</li> </ul>	<p><b>How well did we do it?</b></p> <ul style="list-style-type: none"> <li>• 4 companies engaged/attracted.</li> <li>• 5 companies retained/expanded.</li> <li>• 1 private sector development project announced.</li> <li>• 118 jobs created/retained.</li> <li>• \$151.1 million in anticipated investment announced.</li> </ul>																
<div style="text-align: center;"> <p><b>Vacancy Rates</b></p> <table border="1"> <caption>Vacancy Rates Data</caption> <thead> <tr> <th>Area</th> <th>Q4 2015</th> <th>Q4 2016</th> <th>Q4 2017</th> </tr> </thead> <tbody> <tr> <td>Downtown</td> <td>17.6%</td> <td>25.0%</td> <td>27.7%</td> </tr> <tr> <td>Suburban</td> <td>19.1%</td> <td>21.8%</td> <td>22.3%</td> </tr> <tr> <td>Industrial</td> <td>7.9%</td> <td>9.8%</td> <td>8.2%</td> </tr> </tbody> </table> </div>		Area	Q4 2015	Q4 2016	Q4 2017	Downtown	17.6%	25.0%	27.7%	Suburban	19.1%	21.8%	22.3%	Industrial	7.9%	9.8%	8.2%
Area	Q4 2015	Q4 2016	Q4 2017														
Downtown	17.6%	25.0%	27.7%														
Suburban	19.1%	21.8%	22.3%														
Industrial	7.9%	9.8%	8.2%														
<p><b>Story behind the baseline</b></p> <p>While Calgary and the region continue to ensure sufficient supply of industrial land, since the onset of the downturn in 2014, the focus has been to address rising office and industrial vacancy. Vacancy rates are particularly acute in the downtown core.</p>																	
<p>Activity highlights:</p> <ul style="list-style-type: none"> <li>• Conducted an assessment of Calgary's Downtown Office Market reporting that no new downtown developments are expected before ten years.</li> <li>• Hosted the Downtown Economic Summit to engage citizens and businesses to address challenges faced by downtown Calgary.</li> <li>• The City of Calgary continued to expand and improve the Open Data Catalogue.</li> <li>• The City of Calgary established a special enterprise district in the downtown core and created the Customer Coordinator, Small Business position.</li> </ul>																	
<p>Action plan:</p> <ul style="list-style-type: none"> <li>• Continue to work with The City of Calgary to resolve regulatory issues.</li> <li>• Build the supply of land and office space into key investment attraction messaging.</li> <li>• Target investment attraction efforts on geographies that are experiencing space constraints.</li> </ul>																	



E1.4: Solidify the region’s position as western Canada’s premiere distribution and logistics hub											
Lead: Calgary Economic Development and Calgary Regional Partnership											
<b>How much did we do?</b>											
<ul style="list-style-type: none"> <li>• 95 outreach meetings with local businesses.</li> <li>• 2 out-bound missions with local company participation.</li> <li>• 102 qualified leads.</li> <li>• 10 companies pitched/hosted in Calgary with real estate locations identified.</li> </ul>											
<b>How well did we do it?</b>											
<p>Business Counts Calgary CMA</p>  <table border="1"> <caption>Business Counts Calgary CMA</caption> <thead> <tr> <th>Year</th> <th>Count</th> </tr> </thead> <tbody> <tr> <td>2014</td> <td>5170</td> </tr> <tr> <td>2015</td> <td>4742</td> </tr> <tr> <td>2016</td> <td>4862</td> </tr> <tr> <td>2017</td> <td>4742</td> </tr> </tbody> </table>	Year	Count	2014	5170	2015	4742	2016	4862	2017	4742	<ul style="list-style-type: none"> <li>• 2 companies engaged/attracted.</li> <li>• 1 company retained /expanded.</li> <li>• 2,375 jobs created/retained.</li> <li>• Employment Calgary CMA 2014 = 78,700; 2015 = 80,300; 2016 = 71,400; 2017 = 85,700.</li> </ul>
Year	Count										
2014	5170										
2015	4742										
2016	4862										
2017	4742										
<b>Story behind the baseline</b>											
Calgary Economic Development continued to support transportation and logistics and the inland market initiative as opportunities to increase employment in the region. With a focus on technology across all sectors, there is an increased emphasis on autonomous systems and robotics.											
<ul style="list-style-type: none"> <li>• Calgary attracts Amazon’s fulfilment centre with an anticipated 750 jobs when fully operational.</li> <li>• Announced expansion of The Home Depot’s Calgary distribution centre.</li> <li>• Swoop airlines chooses Calgary as its main headquarters.</li> <li>• City of Calgary approved City Administration collaborating with Calgary Economic Development to allow testing of autonomous vehicles and City owned land and property.</li> </ul>											
<b>Action plan:</b>											
<ul style="list-style-type: none"> <li>• Collaboration with the City of Calgary on the Goods Movement Strategy.</li> <li>• Work with City Administration to formalize permitting process to allow for testing for autonomous systems on City owned land.</li> <li>• Continue to position Calgary as a commercialization hub for transportation and logistics technology advancements such as autonomous systems, artificial intelligence and robotics.</li> <li>• Conduct inbound North America site selector familiarization tour.</li> <li>• Conduct outbound missions in targeted markets.</li> </ul>											



<b>E1.5: Grow the creative industries and the digital economy</b>											
Lead: Calgary Economic Development											
<b>How much did we do?</b>											
<ul style="list-style-type: none"> <li>• 13 scouting and familiarization tours</li> <li>• 330 individual meetings held with industry stakeholders</li> <li>• 14 inbound missions held with production scouts</li> <li>• 30 meetings with studio executives and film producers</li> <li>• 5 film centre programming events</li> </ul>											
<b>How well did we do it?</b>											
<ul style="list-style-type: none"> <li>• \$175 million in Film &amp; TV Production (show trend from 2016)</li> <li>• 6 major and 5 medium projects attracted and/or retained.</li> <li>• 1,514 jobs created/retained</li> <li>• Employment Calgary CMA 2014 = 50,400; 2015 = 45,800; 2016 = 46,600; 2017 = 52,800</li> </ul>	<p><b>Business Counts Calgary CMA</b></p> <table border="1"> <caption>Business Counts Calgary CMA</caption> <thead> <tr> <th>Year</th> <th>Count</th> </tr> </thead> <tbody> <tr> <td>2014</td> <td>4362</td> </tr> <tr> <td>2015</td> <td>4520</td> </tr> <tr> <td>2016</td> <td>4420</td> </tr> <tr> <td>2017</td> <td>4420</td> </tr> </tbody> </table>	Year	Count	2014	4362	2015	4520	2016	4420	2017	4420
Year	Count										
2014	4362										
2015	4520										
2016	4420										
2017	4420										
<b>Story behind the baseline</b>											
<p>Calgary Economic Development continues to see Film and Television and the Creative Industries as opportunity to grow and diversify Calgary’s economy. Statistics show that each \$1 dollar invested in film and television generates more jobs than the equivalent \$1 dollar invested in other industries and that these jobs pay more than the Alberta average.</p>											
Activity highlights:											
<ul style="list-style-type: none"> <li>• Produced three Behind the Scene episodes (in conjunction with ShawTV – note Shaw discontinued local production in Calgary in 2017).</li> <li>• Received 19 industry award nominations.</li> <li>• Government of Alberta enhanced and eased access to the Alberta Media Fund.</li> <li>• Industry training programs deployed to service growing film industry.</li> <li>• Digital Media Strategy completed.</li> </ul>											
Action plan:											
<ul style="list-style-type: none"> <li>• Continue to promote Calgary &amp; region as location of choice for the screen industries with expansion to markets beyond United States.</li> <li>• Continued work with post-secondary, union and guild to develop talent pipeline.</li> <li>• Evolve creative industries to increase focus and opportunities in digital media and music.</li> </ul>											



E1.6: Grow tourism through enhanced local attractions and better collaboration with world-class regional destinations										
Lead: Tourism Calgary										
<b>How much did we do?</b>										
<ul style="list-style-type: none"> <li>Total referrals to industry 2014 = 201,612; 2015 = 482,735; 2016 = 572,683; 2017 = 1,003,737.</li> <li>Collaborative marketing revenue 2014 = \$344,165; 2015 = \$401,685; 2016 = \$866,241; 2017 = \$731,306.</li> <li>83 sport, cultural and major events supported (up from 70 and surpassing 5-year average by 24) generating 41,501 hotel room nights.</li> </ul>										
<b>How well did we do it?</b>										
<p>Industry and Stakeholder Engagement</p> <table border="1"> <caption>Industry and Stakeholder Engagement Data</caption> <thead> <tr> <th>Year</th> <th>Engagement Percentage</th> </tr> </thead> <tbody> <tr> <td>2014</td> <td>82%</td> </tr> <tr> <td>2015</td> <td>88%</td> </tr> <tr> <td>2016</td> <td>87%</td> </tr> <tr> <td>2017</td> <td>90%</td> </tr> </tbody> </table>	Year	Engagement Percentage	2014	82%	2015	88%	2016	87%	2017	90%
Year	Engagement Percentage									
2014	82%									
2015	88%									
2016	87%									
2017	90%									
<ul style="list-style-type: none"> <li>6,983,700 Eight million visitors contributed \$1.6 billion to the economy.</li> <li>YYC total passenger traffic 2014 = 15.26 million, 2015 = 15.48 million; 2016 = 15.57 million; 2017 = 16.3 million (up 3.8% and setting new record).</li> </ul>										
<b>Story behind the baseline</b>										
<p>Through the economic downturn, Tourism has been seen as potential to diversify the economy. Visitors support jobs in restaurants, accommodations, retail outlets, transportation services, entertainment venues, etc. This increases quality of life and vibrancy of the city for citizens. Tourism Calgary continues to implement the 10-year Destination Strategy   Calgary: Ultimate hosts, Ultimate Host City, which has a strong focus on generating incremental visitation and spend from regional, national and international travelers.</p>										
Activity highlights:										
<ul style="list-style-type: none"> <li>Expanded roaming services team resulting increased referrals to 59,500 (up from 27,800).</li> <li>Increased referrals by 300,000.</li> <li>International Terminal opened resulting in domestic traffic increasing 2.5%, trans-border by 6.1% and international by 8.4%.</li> <li>Canada 150, a low dollar and beautiful summer weather all contributed to a busier summer season.</li> <li>Record numbers in Q3 2017 and consecutive growth through the second half of 2017.</li> </ul>										

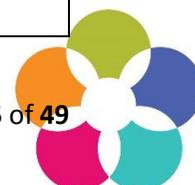


# Building on our Energy: a 10-year economic strategy for Calgary

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<ul style="list-style-type: none"> <li>• New growth attributed to leisure traffic indicating a diversification of the tourism market from business traffic.</li> </ul>
<p>Action plan:</p> <ul style="list-style-type: none"> <li>• Calgary will host Go Media, Canada’s premier marketplace for international and media influencers.</li> <li>• Developing the destination advocating for enhanced hosting infrastructure.</li> <li>• Marketing new visitcalgary.com.</li> <li>• Deploying a continuous marketing approach, rather than campaign based marketing.</li> <li>• Focus on activating the city through roaming teams and supporting events.</li> <li>• Continue to pursue sport, culture and major events that support Calgary’s brand.</li> <li>• Emotionalize the Calgary brand; articulating what makes Calgary distinctive.</li> </ul>

<p>E1.7 Position Calgary as Western Canada’s leading food production, research and agribusiness innovation centre</p>									
<p>Lead: Calgary Economic Development</p>									
<p><b>How much did we do?</b></p> <ul style="list-style-type: none"> <li>• 31 active prospects.</li> <li>• 23 new leads into sector.</li> <li>• 10 visits by potential investors.</li> <li>• 10 companies recruited to missions.</li> <li>• Participated in 1 inbound mission.</li> </ul>	<p><b>How well did we do it?</b></p> <ul style="list-style-type: none"> <li>• 4 companies engaged/attracted</li> <li>• 4 companies retained/expanded</li> <li>• 693 jobs created/retained</li> <li>• Employment Calgary CMA 2014 = 13,400; 2015 = 11,800; 2016 = 11,400; 2017 = 12,500</li> </ul> <p>Agribusiness Business Count Calgary CMA</p> <table border="1"> <thead> <tr> <th>Year</th> <th>Count</th> </tr> </thead> <tbody> <tr> <td>2015</td> <td>484</td> </tr> <tr> <td>2016</td> <td>439</td> </tr> <tr> <td>2017</td> <td>452</td> </tr> </tbody> </table>	Year	Count	2015	484	2016	439	2017	452
Year	Count								
2015	484								
2016	439								
2017	452								
<p><b>Story behind the baseline</b></p> <p>Calgary has a fast developing Agribusiness ecosystem involved in all elements of the Agribusiness supply chain. With a lower Canadian dollar, growing global middle class and continual advancements being made in agri-technologies; there is tremendous opportunity to expand Calgary’s agribusiness sector and place this industry as one of the key verticals in Calgary’s diversifying portfolio.</p>									
<p>Activity highlights:</p> <ul style="list-style-type: none"> <li>• Submitted the Smart Agri-food Supercluster application.</li> <li>• Signed the Calgary-Olds Smart Agri-Food Corridor MOU.</li> <li>• Completed Food &amp; Beverage manufacturing and processing survey.</li> </ul>									
<p>Action plan:</p> <ul style="list-style-type: none"> <li>• Promote agribusiness value proposition to attract investment and support trade.</li> </ul>									



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- Conduct an agri-zone study.
- Position Calgary as a hub for agribusiness innovation, target agri-tech and value-add companies.
- Develop Business Services for Agribusiness companies (access to finance, advisory services).
- Leverage existing food processors to expand trade and attract investment.

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

Lead: The City of Calgary

### How much did we do?

- Civic Innovation YYC 45 labs involving 1200 staff and 900 citizens.
- Civic Innovation YYC delivered 7900 training hours to City employees.
- Planning and Development strives for continuous improvement across areas and the 650 employees in the department.

### How well did we do it?

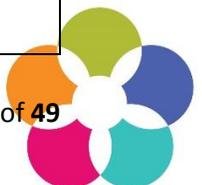
- 97% (unchanged) of Partners in Planning program participants rated the sessions as good or better.
- 88% (up from 82%) of development permit applications approved with 30 days of a concurrent land use approval.
- Development permit decisions made for multi-family, industrial and institutional applications within 120 calendar days of submission 2015 = 56%; 2016 = 63%; 2017 = 75% (Target 75%).
- 81% (down from 86%) of building permits for new commercial and multi-family projects received permission to commence construction within 21 days of application submission.

### Story behind the baseline

The City of Calgary's Red Tape initiative is now housed in the Analytics Calgary Initiative with ideas generated from Civic Innovation YYC. However, Planning and Development continues to strive to reduce development and building permit timelines.

### Activity highlights:

- The new myBusiness website was launched, improving access to services including a searchable business guide, Business 101 and Business Licence glossary.
- The City of Calgary launched Calgary.ca/Invest to improve access to information for those looking to open a business, improve a property or invest in a new real estate project.
- Calgary.ca has been improved to provide easy access to instructions on how to acquire a business licence, change an existing business licence or change a land use.
- Civic Innovation YYC hosted a voter turnout challenge including 40 citizens and 5 experiment sessions generating 39 ideas and 7 key recommendations resulting in voter turnout increasing by over 18% from previous elections.
- Civic Innovation YYC collaborated with an external advisory committee to host 3 workshops exploring alternative procurement processes that would strengthen the City of Calgary's relationship with local entrepreneurs, resulting in key recommendations to be explored further with other business units in the City of Calgary.



Action plan (unchanged from previous year):

- Improve performance to approve development permits requiring multi-disciplinary review.
- Standardize and optimize internal business practices and policies.
- Improve public access to Planning Development and Assessment stewarded information.
- Continue to implement improvements to application processes.
- Employ business intelligence tools and data analytics to monitor business risks and performance.
- Establish service standards, metrics and targets to provide responsive and quality service.
- Use customer metrics to drive service improvements, process efficiencies and value for money.

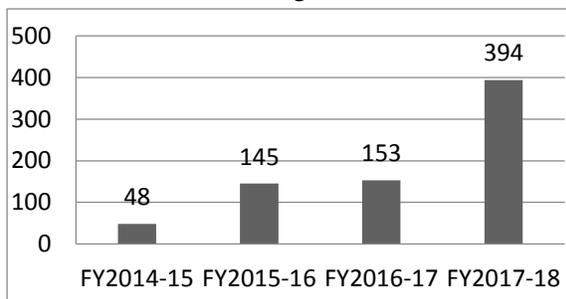
**E2.2: Improve the business support system to early stage businesses and entrepreneurs**

Lead : : Calgary Economic Development/,Startup Calgary and Calgary Technologies Inc. (CTI)

**How much did we do?**

- Startup Calgary hosted 6 Business Model Canvas (BMC) workshops and 10 Lunch & Learns.
- Startup Calgary hosted 11 Startup Community 101 sessions at different co-working spaces/incubators in Calgary.

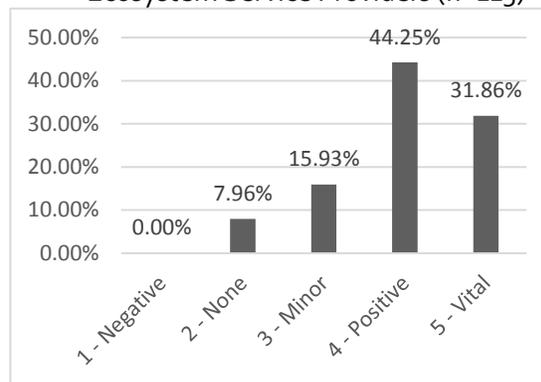
Number of Entrepreneurs that received services through CTI



**How well did we do it?**

- 60 attendees at BMC workshops
- 3,448 business formations in 2017 (below 5-year average of 3,778)

Impact rating (% of total SMEs) of Innovation Ecosystem Service Providers (n=115)

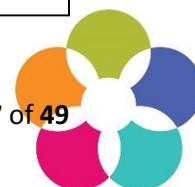


**Story behind the baseline**

One year out of the downturn, more individuals than ever are viewing entrepreneurship as a career option. Intake into entrepreneur support programs is up across agencies. More broadly, people view supporting entrepreneurs as a path to economic diversification and resiliency. Entrepreneurial support programming is becoming more coordinated as a result of the development of the Calgary Innovation Coalition, which is strategically planning how various organizations serve entrepreneurs along the business continuum.

Activity highlights:

- Calgary Economic Development acquired Startup Calgary in May 2017.
- Startup Calgary created "Startup Community 101" electronic guide to better educate entrepreneurs about available resources.



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- Alberta Innovates funded the Alberta Accelerator & Entrepreneur Incubator (AEI) Program, which added additional business advisor capacity for both CTI and Startup Calgary.
- Streamlined introductory educational content offered by both CTI and Startup Calgary.
- Calgary Technologies Inc. introduced Startup Primer a resource for early stage entrepreneurs, reaching 100 entrepreneurs in its first year.
- CTI executed a consulting project for Alberta Innovates to evaluate and recommend improvements to the “Connectica” platform.

### Action plan:

- Alberta Innovates may explore implementation of CTI’s recommended improvements. This will help Albertan SMEs find local resources applicable to them easier than ever before.
- Continue to streamline offerings in the ecosystem to reduce duplication of services.
- Expand intake capacity through delivery of one to many services (e.g. cohort delivery models).
- Expand Business Model Canvas workshops, hosting five per month at beginner, intermediate and advanced stages.
- Introduce a Startup Funding workshop focused on raising capital, leveraging non-dilutive funding, and how to approach investors.

## E2.3: Develop pathways to entrepreneurship for future leaders and youth

### Lead: Post-secondary Institutions

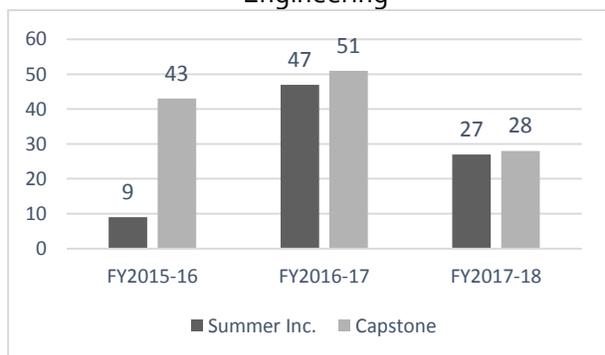
#### How much did we do? (2017 Enrollment statistics)

##### Mount Royal University

- 1574 students (up from 1151) enrolled in at least one entrepreneurship course.
- 120 Students and Alumni in the LaunchPad.

##### UCalgary

Innovators Circle Student Engagement at CTI through the Hunter Center and Schulich Engineering



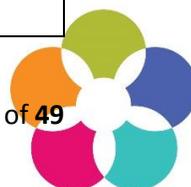
#### How well did we do it?

##### UCalgary/CTI

- 81% of students rated the Summer Incubator 8+/10, the Net Promoter Score was 67 (where 50-70 is high performing).
- Testimonial: “The Summer Incubator program taught me the importance of in-person market research in all forms of product development. I plan to engage more with users in any project that I work on in the future.”

##### Mount Royal University

- 9 LaunchPad Innovator Circle students received a total of \$20,000 in pre-seed funding (26 students received \$67,500 since 2013).
- 4 Founders awarded \$75,000 in seed funding JMH LaunchPad Pitch Competition (52 students awarded \$360,000 in 6 years of competition - over half of them still in a founder role).



	<p>Bow Valley College</p> <ul style="list-style-type: none"> <li>• 5 Bow Valley College finalists in the 3rd annual VentureQuest. 3 winners started their business and 2 are still in operation.</li> </ul>
<p><b>Story behind the baseline</b></p> <p>Increasingly, entrepreneurship is seen as a career option. In many cases students enrolled in entrepreneurial courses are not from the business faculty. Virtually all of Calgary’s post-secondary institutions support entrepreneurial development and have arranged ‘pitch’ events to assist students in securing funding for their business ideas.</p>	
<p>Activity highlights:</p> <p><b>Bow Valley College</b></p> <ul style="list-style-type: none"> <li>• 122 different students participated in WannaB Wednesday, which introduced students to a successful entrepreneur and then asked them to apply what they learned to a struggling startup.</li> <li>• Hosted the first Innovation Rodeo with four keynote speakers, 22 panelists, 150 attendees and generated over 2.5 million impressions on Twitter.</li> <li>• Spearheaded 150 Startups, a province-wide initiative that will culminate with eight regional pitch competitions and regional winners competing for \$50,000 at the 2017 Innovation Rodeo.</li> </ul> <p><b>University of Calgary</b></p> <ul style="list-style-type: none"> <li>• Participants in the Schulich School of Engineering Capstone Project Entrepreneurial Stream: 2015 = 43; 2016 = 51; 2017 = 32.</li> </ul> <p><b>Mount Royal University</b></p> <ul style="list-style-type: none"> <li>• Mount Royal launched a new 9-course Concentration in Innovation and Entrepreneurship.</li> <li>• Delivered over 766 hours of mentoring to students.</li> <li>• Published "What Drives SME Growth?" based on Dr. Simon Raby's research of 500 Alberta Small and Medium Enterprises.</li> <li>• Participated in ten community collaborations in support of innovation and entrepreneurship in Calgary including the Calgary Chamber of Commerce Ignite Accelerator which supported 14 Calgary SMEs through a 12-week innovation program.</li> <li>• Announced the new 5000 square foot Trico Changemakers Studio which will bring organizations on campus to work alongside students and faculty on innovative ideas that address social and environmental challenges.</li> </ul>	
<p>Action plan:</p> <ul style="list-style-type: none"> <li>• Strengthen relationship between CTI, Creative Destruction Lab Rockies and Hunter Hub initiatives at UCalgary.</li> <li>• CTI will collaborate with Hunter Hub and Startup Calgary to take UCalgary students to Silicon Valley to meet with Venture Capitalists, Accelerator Programs, Early Stage tech startups and to learn from Tech Giants such as Uber and Microsoft.</li> <li>• Leverage post-secondary participation in Rainforest to seek opportunities for collaboration and enhanced entrepreneurial programming.</li> <li>• Convene meetings of post-secondary program directors to determine common objectives for the coming year.</li> </ul>	

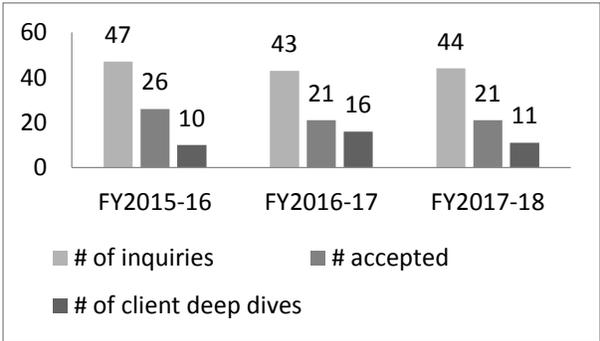
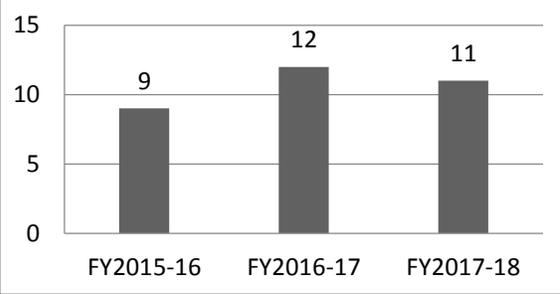


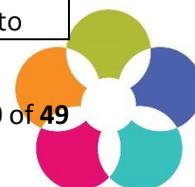
# Building on our Energy: a 10-year economic strategy for Calgary

Progress Update as at 31 December 2017 (Opportunity Calgary reported as January 1- December 31, 2017)

## Innovative Energy

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

I1.1: Establish and strengthen linkages between the energy and technology sectors																									
Lead: Calgary Technologies Inc. (formerly Innovate Calgary)																									
<p><b>How much did we do?</b></p> <ul style="list-style-type: none"> <li>508 energy industry challenges were identified.</li> <li>58 available mentors and specialists from the energy sector enrolled.</li> <li>Provided over 2500 hours of commercialization mentoring to more than 29 energy tech startups.</li> </ul> <p>High potential energy technology developers supported by Kinetica Ventures</p>  <table border="1"> <caption>High potential energy technology developers supported by Kinetica Ventures</caption> <thead> <tr> <th>Fiscal Year</th> <th># of inquiries</th> <th># accepted</th> <th># of client deep dives</th> </tr> </thead> <tbody> <tr> <td>FY2015-16</td> <td>47</td> <td>26</td> <td>10</td> </tr> <tr> <td>FY2016-17</td> <td>43</td> <td>21</td> <td>16</td> </tr> <tr> <td>FY2017-18</td> <td>44</td> <td>21</td> <td>11</td> </tr> </tbody> </table>	Fiscal Year	# of inquiries	# accepted	# of client deep dives	FY2015-16	47	26	10	FY2016-17	43	21	16	FY2017-18	44	21	11	<p><b>How well did we do it?</b></p> <ul style="list-style-type: none"> <li>46 new jobs were generated as a direct result of Kinetica's operations.</li> <li>Kinetica's clients raised \$12.8 million in funding and investment.</li> <li>Kinetica's clients secured 11 pilots with industry.</li> <li>To date, combined revenue of all clients exceeds \$10 million.</li> </ul> <p>Committed energy industry players with signed Associate Member Agreements with Kinetica Ventures</p>  <table border="1"> <caption>Committed energy industry players with signed Associate Member Agreements with Kinetica Ventures</caption> <thead> <tr> <th>Fiscal Year</th> <th>Number of players</th> </tr> </thead> <tbody> <tr> <td>FY2015-16</td> <td>9</td> </tr> <tr> <td>FY2016-17</td> <td>12</td> </tr> <tr> <td>FY2017-18</td> <td>11</td> </tr> </tbody> </table>	Fiscal Year	Number of players	FY2015-16	9	FY2016-17	12	FY2017-18	11
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<p><b>Story behind the baseline</b></p> <p>Kinetica Ventures was launched in 2015 to build critical linkages between the energy industry and SMEs with innovative technologies in Calgary. As can be seen from the metrics to date, Kinetica Ventures program has helped propel positive impact for SMEs and the energy industry. However, Kinetica over the years has seen some key themes emerge from its work:</p> <ol style="list-style-type: none"> <li>The energy sector in Calgary is slow to be first adopters of innovative technologies, and a culture of "first to be second" is strongly felt by SMEs and organizations like Kinetica.</li> <li>SMEs in the Energy sector find it difficult to secure first customers, local investment, and pilot projects with local companies, this forces them to look externally to the US and elsewhere to establish and grow their business.</li> </ol>																									
<p>Activity highlights:</p> <ul style="list-style-type: none"> <li>Kinetica has secured fee-for-service contracts with a number of industry players, including COSIA, ATCO, ENMAX, and WestJet. Focused on increasing receptor capacity of innovation and engagement with SMEs, identify emerging technologies via custom technology scouting, or to</li> </ul>																									



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

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<p>work with SMEs that they are interested in and accelerate the de-risking of the commercial aspects of their offerings.</p> <ul style="list-style-type: none"> <li>• Introduced new enterprise innovation education and sprint programs to help energy industry clients better engage with tech innovators and end users.</li> <li>• Partnered with JWN to convene an Inspired Conversation on Achieving Better Technology Validation and Adoption Success in the energy sector.</li> <li>• Supported formation of the Clean Resource Innovation Network (CRIN), which is currently being led by Innovate Calgary.</li> </ul>
<p>Action plan:</p> <ul style="list-style-type: none"> <li>• The Kinetica Ventures program will become amalgamated into the operations of the new CTI.</li> <li>• CTI will look to expand connections between SMEs and other industry sectors beyond energy.</li> <li>• Continue to grow the number of industry collaborations and industry sponsored accelerators between with large corporations.</li> </ul>

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

Lead: Calgary Technologies Inc. (formerly Innovate Calgary)

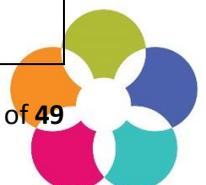
How much did we do?	How well did we do it?									
<p>This action was initially designed around the launch of Emergex Capital, but was not launched causing the community to rethink its approach to access to capital.</p>	<p># SMEs (working with CTI) that have raised external capital (Angels, VC, Private Equity) that year (survey size n=~100).</p> <table border="1"> <caption>Bar Chart Data: # SMEs that raised external capital</caption> <thead> <tr> <th>Fiscal Year</th> <th>&lt; \$1M</th> <th>&gt; \$1M</th> </tr> </thead> <tbody> <tr> <td>FY2016-17</td> <td>11</td> <td>5</td> </tr> <tr> <td>FY2017-18</td> <td>9</td> <td>3</td> </tr> </tbody> </table>	Fiscal Year	< \$1M	> \$1M	FY2016-17	11	5	FY2017-18	9	3
Fiscal Year	< \$1M	> \$1M								
FY2016-17	11	5								
FY2017-18	9	3								

**Story behind the baseline**

Access to capital continues to be a significant challenge to startups in Calgary. Both qualitative and quantitative information gathered by CTI suggests that Calgary based SMEs are struggling to raise capital locally, even with proven market traction. Many known companies have left for the US in order to raise money, secure clients and build their companies.

Activity highlights:

- The Government of Alberta launched the Alberta Investment Tax Credit to support investments in technology companies.
- Conducted ten company introductions to investors and key service providers.



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

Progress Update as at 31 December 2017 (Opportunity Calgary reported as January 1- December 31, 2017)

## Action plan:

- Alberta Innovates will host Inventures in June 2018. This will be the first large scale experiential startup event, which will host globally renowned speakers and will attract investors to Calgary so we can showcase our Startups and SMEs to the world.
- Calgary will host the Annual Meeting of the Canadian Venture Capital Association.
- Build on the success of Creative Destruction Lab Rockies in connecting Calgary’s family foundations and high net worth individuals to technology investment opportunities.
- Continue to target venture capital focused on Calgary’s core industry sectors.
- Establish total dollar value of investments made into Calgary based SMEs as an indicator of the local performance of the innovation ecosystem.

## 1.3: Attract foreign direct investment and trade opportunities for the technology sector

Lead: Calgary Economic Development

### How much did we do?

- Participated in Silicon Valley AgTech.
- Participated in Aerospace mission to Mexico City.
- Participated in E-Commerce trade mission to China.

### How well did we do it?

- Three expansions and ten Calgary companies piloting US technologies from Industrial Internet of Things summit in Palo Alto.
- Chinese bike sharing entered negotiations with City of Calgary.

### Story behind the baseline

Historically, Calgary Economic Development’s trade and investment missions have not included a technology component. At the same time, Innovate Calgary has focused its efforts on growing the local technology sector. As such, many inbound missions hosted by Calgary Economic Development have not been closely aligned with Innovate Calgary’s clients. Through 2017, it became clear that technology cuts across all sectors and is not being treated as a distinct sector by Calgary Economic Development.

### Activity highlights:

- IoT Summit in Palo Alto included 14 Calgary companies and 13 US companies to explore opportunities across industries and technologies.
- Attracted Rocketspace – a deep technology accelerator based in Silicon Valley.
- Attracted SigFig an online investor support company.
- Merged Startup Calgary into Calgary Economic Development.

### Action plan:

- Shift focus to integrating technology across all sectors including technology companies in all inbound and outbound trade missions.
- Implement the Economic Strategy for Calgary in building a robust innovation ecosystem in Calgary.
- Assist Calgary companies in understanding the needs of foreign investors and develop value propositions to match those needs.

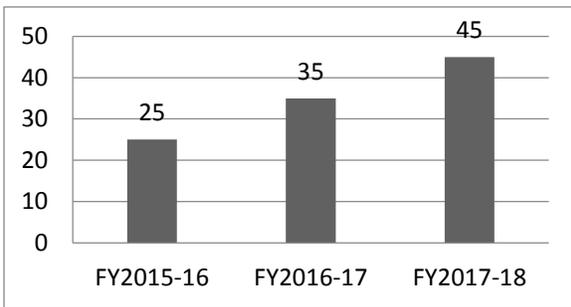


I2.1: Establish new and support existing hubs of innovation, providing virtual and physical spaces where communities of interest can exchange ideas

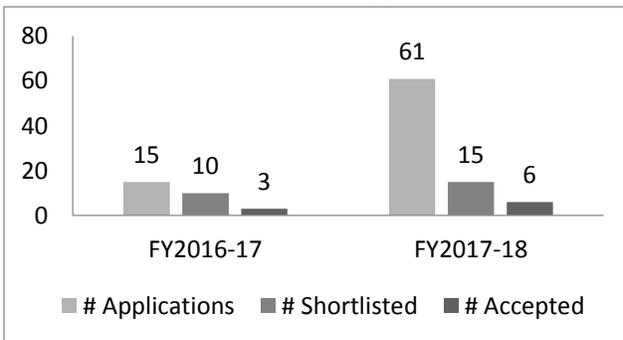
Lead: Calgary Technologies Inc.(formerly Innovate Calgary)

**How much did we do?**

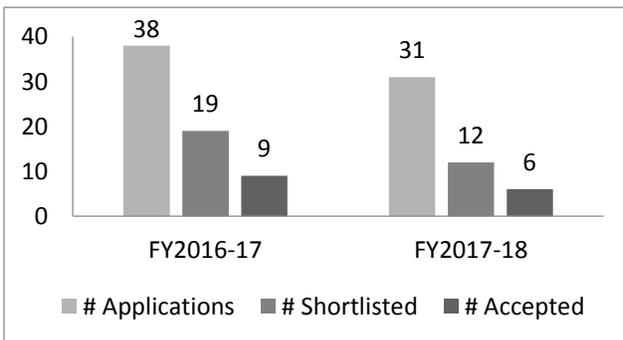
Average Annual Membership at The Inc.



CTI's TELUS Technology Accelerator



CTI's RBC Social Enterprise Accelerator



**How well did we do it?**

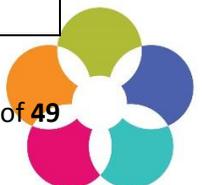
TELUS Technology Accelerator cohort this year:

- Established key contracts with TELUS and other large corporations.
- Ongoing sales discussions with City of Las Vegas, GM, and MasterCard, etc.
- Secured several key pilot projects with potential customers.
- SMEs secured ~\$100,000 in investment.

Clients in the RBC Social Enterprise Accelerator cohort this year:

- SMEs secured ~\$150,000 in funding between government and investors.
- Secured several pilot projects with potential customers.
- Made key strategic changes to their business by working with our experienced entrepreneur mentors.

Innovation hubs are being discussed or established by a number of stakeholders in Calgary. The University of Calgary, Mount Royal University and Bow Valley College have all recently launched social innovation or social entrepreneurship hubs. These Incubators and Accelerators are key to



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

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making key relationships and establishing a business network, which typically takes years to accomplish. With the help of these hubs, entrepreneurs can increase the velocity in which they progress in development.

### Activity highlights:

- Calgary Technologies Inc. executed the 2<sup>nd</sup> TELUS Technology Accelerator, and will result in a 3<sup>rd</sup> with TELUS executives and SMEs seeing great value.
- Calgary Technologies Inc. executed the 2<sup>nd</sup> RBC Social Enterprise Accelerator, however RBC will not be pursuing a 3<sup>rd</sup> due to funding.
- Tripled the size of The Inc., which included high demand small office spaces with flexible lease terms. Also offering dedicated desks on top of the co-working option.
- The Hunter Center Hub for entrepreneurship and innovation was announced in late 2017.
- Over 30 co-working, incubation and accelerators documented in Calgary.
- Creative Destruction Labs (CDL) Rockies was launched with the initial cohort raising more funds faster than the two previous CDL programs in Toronto and Vancouver.

### Action plan:

- CTI continues to build on The Inc. model and recruit additional startups.
- CTI will develop a more formalized Accelerator model around SMEs in The Inc.

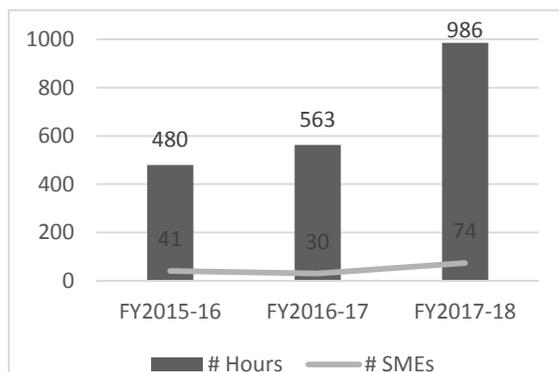
## I2.2: Enhance guidance, mentoring and coaching available to technology and innovation entrepreneurs

Lead: Calgary Technologies Inc. (formerly Innovate Calgary)

### How much did we do?

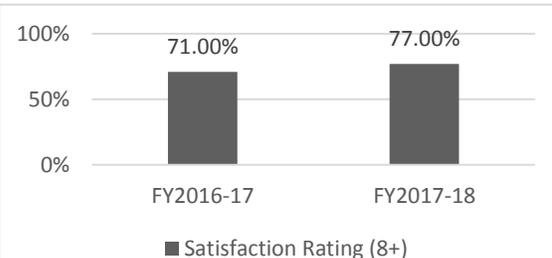
- Hosted 11 Regional Innovation Network knowledge sharing sessions.
- The Venture Mentoring Service of Alberta mentored 13 ventures (down from 14) for a total of 251 hours (down from 435), and more than 900 volunteer hours were dedicated to the program.

Number of coaching hours delivered to SMEs

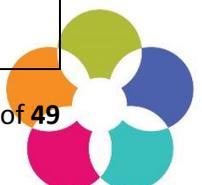
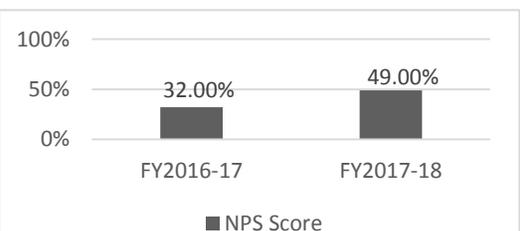


### How well did we do it?

#### Satisfaction rating of CTI's SME Clients



#### Net Promoter Score - Likelihood of referring CTI to a friend or colleague (1 – low/10 – high)

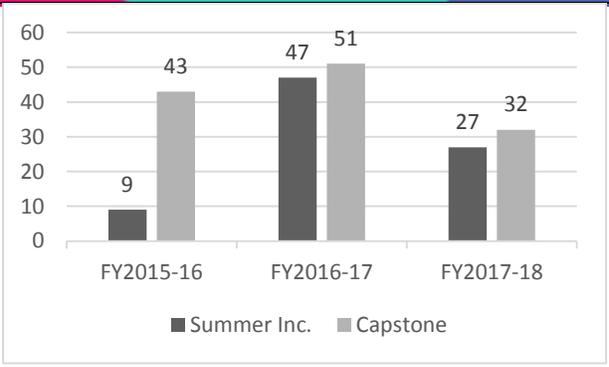


<p><b>Story behind the baseline</b></p> <p>CTI has seen an increase over the last few years in the number of entrepreneur inquiries about their concept or idea. Clients need timely and relevant business knowledge and tools they can apply right away to their business. Incubators and Accelerators help new entrepreneurs build out their critical support network and get to success faster, or fail faster.</p>
<p>Activity highlights:</p> <ul style="list-style-type: none"> <li>• AEI program funded Calgary Innovation Coalition (CIC) Business Development Advisors (BDAs) who coach, mentor and support early stage entrepreneurs.</li> <li>• Startup Calgary and CIC BDAs rolled out Business Model Canvas mentoring framework and intake process.</li> <li>• AEI program funded a resource for CTI and A100's jointly sponsored VMSA program.</li> <li>• Calgary Innovation Coalition expanded to 18 collective members.</li> </ul>
<p>Action plan:</p> <ul style="list-style-type: none"> <li>• Amplify mentoring and coaching available through the Calgary Innovation Coalition BDAs.</li> </ul>

<p>12.3: Integrate technology entrepreneurship and intrapreneurship content in post-secondary education programs to meet the future labour force needs of the technology sector</p>	
<p><b>Lead: Post-secondary Institutes</b></p>	
<p><b>How much did we do?</b></p> <ul style="list-style-type: none"> <li>• Innovate Calgary supported or organized over 30 innovation related post-secondary events including: Health Summit, Innovation4Health, Soul of the Next Economy Forum, W21C Innovation Academy, Stem Cell Talks, Youth Energy Changemakers, etc.</li> <li>• Weekly business advisory sessions held at the recent Hunter Hub.</li> <li>• Delivered a Grad Student Association incubator program alongside the annual Hunter Center Summer Incubator.</li> </ul> <p>Student Engagement in entrepreneurial programs at CTI through the Hunter Center and Schulich School of Engineering.</p>	<p><b>How well did we do it?</b></p> <ul style="list-style-type: none"> <li>• The Discover program serving students resulted in over 1,100 customer interviews towards market validation of their concept.</li> <li>• Student rated Net Promoter Score for Discover Program 67%.</li> <li>• 11/12 rated their interaction with CTI 8+/10.</li> <li>• Summer Incubator Student Successes include students that have successfully launched their business or gone on to participate in other pitch events or accelerator programs (Carefind, DeliverUs, MyMarket, Orga Oil, Re-able, Parkchamp).</li> </ul>

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

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### Story behind the baseline

Innovation and entrepreneurship need to be developed at the post-secondary and secondary school levels, providing students with the understanding and opportunity to create their own job rather than seek employment.

#### Activity highlights:

- Energy New Ventures (ENV) program delivery and pitch coaching.
- CTI shared the Discover Program content and methodology with Teconnect in Lethbridge and Catapult in Red Deer.
- CTI delivered coaching to the 3 finalists of the Graduate Students Association Innovation Development and Entrepreneurship Awards (IDEA) at the UofC.

#### Action plan:

- As the Hunter Hub establishes itself on campus at UCalgary, CTI will provide any content and training programs to UCalgary as part of our new open source model for our content.
- Continue to integrate academia with industry through our incubator and accelerator services by getting students to practice what they learn.

### 12.4: Celebrate and promote innovation

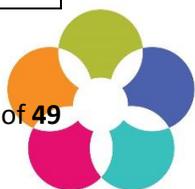
Lead: Calgary Technologies Inc. (formerly Innovate Calgary)

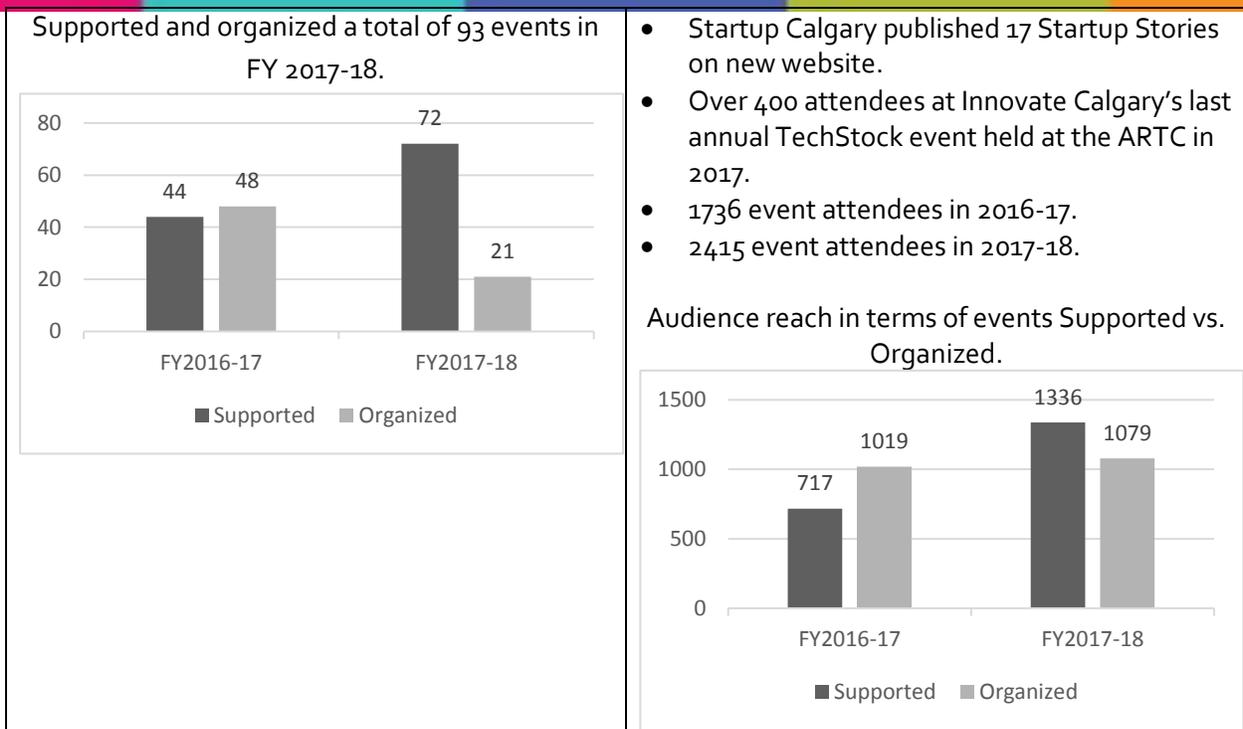
#### How much did we do?

- Startup Calgary’s premier public events included: 1 Startup Weekend, 4 Speaker Series, 1 Pitch Night, and 1 Launch Party.
- Startup Calgary partnered with A100 to host Calgary tent at Startupfest in Montreal July 2017.
- Startup Calgary launched Startup Stories initiative on its website.

#### How well did we do it?

- 2200 Startup Calgary event attendees total.
- 60 attendees for Startup Weekend Sept 2017.
- 20 companies pitched in front of 220 people at Pitch Night October 2017 during Small Business Week.
- Over 700 attendees and 12 companies featured at Startup Calgary Launch Party.
- 6 Calgary-based companies featured at Startupfest in Montreal July 2017 with CareFind placing top 7 in Best Pitch competition.





**Story behind the baseline**

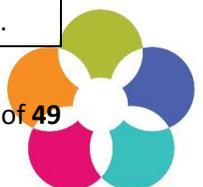
One of the challenges faced by the technology sector in Calgary continues to be the lack of awareness of the sector in Calgary and beyond. It is believed that telling the story of activities in Calgary will assist in keeping youth here and attracting innovators to the city.

**Activity highlights:**

- Three companies were formed at Startup Weekend in September 2017 and demonstrated at Launch Party.
- Silicon Valley VCs panel discussion in July 2017 with 200 participants.
- CryptoKitties Fireside chat in December 2017 with over 110 participants.
- Startup Calgary launched new website with Startup Stories, Ecosystem Resources, and a virtual Community Membership.
- Events organized or supported by CTI include: TechStock 2017, TELUS Technology Accelerator Demo Day, RBC Accelerator Demo Day, Open Data Exchange Event, Energy New ventures, Aviva Ventures Open House, Singularity U Livestream, etc.

**Action plan:**

- Startup Calgary, CTI, Startup Edmonton and TEC Edmonton have partnered to cohost Demo Camp Alberta during Inventures\$ in June 2018. Demo Camp will highlight ten products in front of 220 community members.
- Startup Calgary, SeedsUp and NACO plan to host angel investor and North American Tech Tour host, Paul Singh, in June 2018 at the Edison.
- Startup Calgary plans to take ten companies to Startupfest in Montreal in July 2018 and will host a prep pitch workshop with A100 to ensure companies are ready for investment opportunities.



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

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- Startup Calgary will continue to expand Launch Party startup programming in Nov 2018 and give 15 companies the opportunity to demo to an audience of over 800.
- Startup Calgary plans to promote 24 new Startup Stories on website by Dec 2018.
- CTI is shifting away from organizing events as part of its new mandate, and will instead focus on being a key supporter in terms of speaking or coaching roles.
- We are striving to increase the number of individuals we can impact in terms of events that we support or organize. This increases communication and flow of information in the local innovation ecosystem.

## People Energy

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

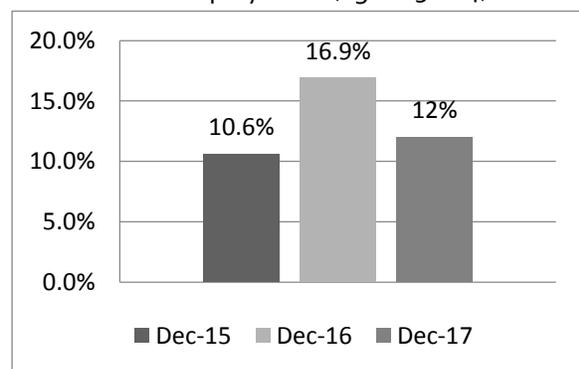
### Lead: Calgary Economic Development

#### How much did we do?

- Supported 25+ company referrals with workforce support.
- Connected 107 individuals to jobs through workforce activities.
- Skills transferability and matchmaking dashboard (Acuspire) created for workforce event demonstrated skills mismatch in Calgary.
- Supported 6 events (i.e. indigenous students, youth, persons with disabilities) to create awareness about digital and STEAM occupations.
- Engaged 40+ industry stakeholders in workforce events.
- 44 site tours with 885 students in the Careers in Calgary Program designed to expand youth or under-represented individuals understanding of career opportunities in Calgary.
- 30 companies pitched for workforce development initiatives.

#### How well did we do it?

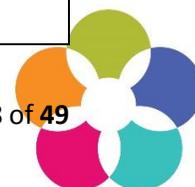
Youth Unemployment (ages 15 - 24)



- 4 companies engaged/attracted.
- CBE High School completion 13/14 = 74.8%; 14/15 = 76.2%; 15/16 = 76.5%; 16/17 = 77.9%.
- Calgary Catholic High School completion 15/16 = 84.5%; 16/17 = 85.7%.
- 315 jobs created/retained.

#### Story behind the baseline

The downturn in the economy has raised the profile of the need to retain and create jobs and to train and place people into meaningful work placements. The City of Calgary provided Calgary Economic Development Opportunity Calgary funding to initiate the Talent Hub program which will find projects and companies that can make use of Calgary's unemployed skilled workers in Calgary.



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<p>Activity highlights:</p> <ul style="list-style-type: none"> <li>• Managed program that provided 200 connections of graduates to employers.</li> <li>• Partnered on a Cross-sectoral Career Transition Project to support displaced workers to transfer to opportunities in in-demand sectors.</li> <li>• Hosted collaborative session to create an Asset Mapping document of local support to empower women in entrepreneurship.</li> <li>• Developed and deploy in-demand training program (EvolveU) for those transitioning into a technology career.</li> <li>• 1800 people participated in 11 Re-engage Speaker series events designed to provide information and networking opportunities to those laid off in the recent downturn.</li> <li>• Secured as referral partner for the Global Talent Stream to help employers access highly-skilled global talent.</li> </ul>
<p>Action plan:</p> <ul style="list-style-type: none"> <li>• Develop and deploy more training programs from Evolve U for those transitioning into a technology career.</li> <li>• Develop web platform to educate Calgary’s workforce on how to transition into in-demand technology careers and available jobs.</li> </ul>

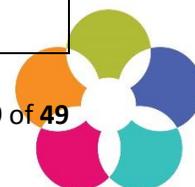
P1.2: Support the implementation of 'Enough for All' (the Calgary Poverty Reduction Initiative) in generating economic activity that provides strong social benefits

Lead: Vibrant Communities Calgary

How much did we do?	How well did we do it?
<ul style="list-style-type: none"> <li>• 8,445 tax returns (up from 4665) filed by 857 volunteers.</li> <li>• 311 Calgarians successfully completed the Matched savings.</li> <li>• 961 RESPs (up from 394) were opened for low income families.</li> </ul>	<ul style="list-style-type: none"> <li>• Percentage of Calgarians living below LICO(AT) has declined from 10.9% in 2006 to 8.7% in 2016.</li> <li>• Tax clinics resulted in \$3.72 million in refunds to low income Calgarians (up from \$3.4 million).</li> <li>• Matched Savings programs resulted in over \$400,000 saved to help create financial stability.</li> </ul>

**Story behind the baseline**

While the percentage of Calgarians living under LICO (AT) has been reduced by 20%, the impact of the economic downturn on families and business is undeniable. Programs and services continue to provide support to individuals and families. Although, the increased demand makes it harder for all organizations to dedicate resources to the elimination of the root causes of poverty, the sector continues strongly committed to support all Calgarians to have better lives and lift themselves out of poverty.



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

Progress Update as at 31 December 2017 (Opportunity Calgary reported as January 1- December 31, 2017)

## Activity highlights:

- The Sliding Scale Transit Pass, implemented in 2017, provides accessible, affordable public transportation to 50,000 Calgarians. Access to transit is critical to supporting people to lift themselves out of poverty and increases access to employment.
- The 2018 Implementation Plan was completed with the input of the Implementation Council members. Six priorities were identified for Enough for All strategy for 2018 to help focus the work of collaboratives and to direct the work of Vibrant Communities Calgary (VCC). Three of those priorities are directly linked to the Economic Strategy: *Increase Financial Empowerment*, *Increase Economic Participation*, and *Improve access to services that meet Basic Needs*.
- Community Hubs multi-year Plan was launched jointly by the City of Calgary and the United Way. The Community Hubs Collaborative produced a toolkit to assist organizations in developing community hubs across the city. The toolkit has since garnered national interest.

## Action plan:

- The Financial Empowerment Collaborative will continue work to reach more Calgarians through their partner agencies while pursuing new systems partnerships to bring its services to the clients of educational and health service providers.
- VCC will continue the support of Basic Income Calgary and the Social Policy Collaborative to launch a campaign for a principles-based pilot for Basic Income in Alberta.
- VCC will launch a refresh to *Enough for All*.

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

Lead: Calgary Economic Development

### How much did we do?

- 92 unemployed Internationally Training Professionals were engaged with the CalgaryConnector Program.
- Secured as referral partner for the Global Talent Stream to help employers access highly-skilled global talent.

### How well did we do it?

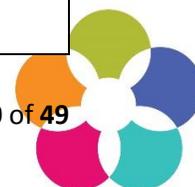
- 22 job offers were made to immigrants via Connector Program.
- 57 networking connections made for immigrants.

### Story behind the baseline

In recent years, newcomers to Canada have comprised the majority of in migration to Calgary. We know that newcomers to Canada come with skills and experience and are often highly educated, yet they are susceptible to being unemployed or underemployed. Our economy will be strengthened if we can stream newcomers into work that matches their skills and education.

## Activity highlights:

- Established Calgary Local Immigration Partnership's Local Settlement Strategy of a collaborative framework to facilitate the successful integration of newcomers.



## Action plan:

Though the Calgary Connector Program has had success in creating network opportunities for graduates and connected many of the Connectees to job opportunities, Calgary Economic Development has decided to put this initiative on hold at the end of the finding agreement. At this time, the team is supporting all efforts to attract jobs to Calgary and help the workforce pivot as our economy continues to diversify.

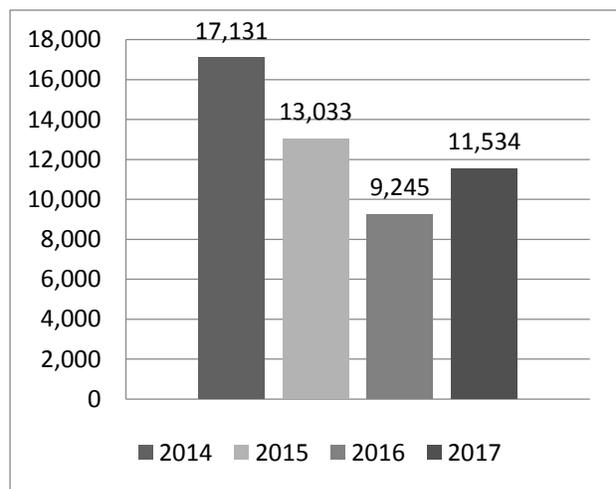
## Community Energy

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

Lead: The City of Calgary and Calgary Economic Development

### How much did we do?

Number of housing starts Calgary CMA (BILD Alberta)



### How well did we do it? (2017 will adapt to Affordable Housing Strategy measures)

- Suites on the City's Secondary Suite Registry 2015=458 suites; 2016 = 649; 2017 = 890.
- Participant rating of 4 out of 5 or better for service levels on affordable housing inquiries and applications 2016 = 100%; 2017 = 97%.
- Number of years of planned land supply with an approved Area Structure Plan, for future greenfield residential development 2014 = 17.3; 2015 = 27.8; 2016 = 30.5; 2017 = 30.5.
- The City has supported the development of approximately 2000 new affordable housing units through development fee rebates and grants from the Housing Incentive Program; (\$6.9m in fee rebates from the Community Economic Resiliency Fund).

### Story behind the baseline

Availability of construction and trades workers and declining costs of construction may be reducing the cost of housing construction projects, however the demand for housing remains much lower than 2014 levels. In February 2016, City Council provided additional Resiliency Funding to the Calgary Housing Company to implement programs to bring additional affordable housing units online.

### Activity highlights:

- The City continues progress on Foundations for Home, Calgary's Corporate Affordable Housing Strategy and Implementation Plan (2016-2025).
- Three new affordable housing developments opened in 2017: 16 units in Crescent Heights, 24 units in Bridgeland and 32 units in Kingsland (total of 72 units).



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

Progress Update as at 31 December 2017 (Opportunity Calgary reported as January 1- December 31, 2017)

<ul style="list-style-type: none"> <li>Established the Home Program to increase housing stability through Ready to Rent and partnering with Calgary Neighbourhoods on community development initiatives in hub neighbourhoods.</li> <li>Completed scoping and planning for the One Window project- the groundwork for a centralized single point of entry into non-market housing.</li> <li>The City completed a research report in collaboration with Community Housing Affordability Collective (CHAC), <i>Housing in Calgary: An Inventory of Housing Supply, 2015/2016</i> published in February 2017.</li> </ul>
<p>Action plan:</p> <ul style="list-style-type: none"> <li>The City is also planning an update to Calgary’s Housing Needs Assessment (2015) in 2018.</li> <li>The City of Calgary anticipates four projects to be underway in 2018 including 16 units in Rosedale, 48 units in Wildwood, 26 units in Bridgeland and additional units in Sunnyside.</li> </ul>

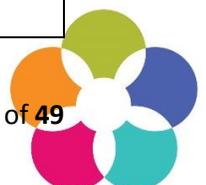
<p>C1.2: Direct future growth in a way that fosters more compact and efficient use of land, creates complete communities, allows for greater mobility choices and enhances vitality and character in local neighbourhoods</p>	
<p>Lead: The City of Calgary</p>	
<p><b>How much did we do?</b></p> <ul style="list-style-type: none"> <li>The City introduced a new development permit application process to flush out issues before applying for the permit.</li> </ul>	<p><b>How well did we do it?</b></p> <ul style="list-style-type: none"> <li>Per cent of total population within Activity Centres and within 600 m of Corridors, as per the Municipal Development Plan 2015 = 21%; 2016 = 21%; 2017 = 24%.</li> <li>Cumulative per cent population growth within the 2006 Developed Area since 2006 2014 = 16%; 2015 = 18%; 2016 = 13%; 2017 = 10%.</li> </ul>
<p><b>Story behind the baseline</b></p> <p>Municipal Development Plan seeks to curb outward expansion of the city. Goal is to increase population growth within the developed area in comparison with total city-wide population growth. Endeavour to accommodate 50 per cent of Calgary’s future population growth over the next 60 to 70 years.</p>	
<p>Activity highlights:</p> <ul style="list-style-type: none"> <li>Collaborated with the Federation of Calgary Communities and BILD Calgary Region to improve access to information for citizens with smaller residential infill projects.</li> <li>This is My Neighbourhood completed 25 resident led and 125 City led initiatives to build community activity and engagement.</li> <li>Commenced work on eight identified Main Streets.</li> <li>Approved reports to achieve density goals including: Urban Design Review Panel Terms of Reference, South Macleod Centre Area Structure Plan, Rundle Station Area Master Plan and West Springs Area Structure Plan.</li> </ul>	



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

Progress Update as at 31 December 2017 (Opportunity Calgary reported as January 1- December 31, 2017)

<p>Action plan:</p> <ul style="list-style-type: none"> <li>Invest in existing neighbourhoods to accommodate changing community needs.</li> <li>Encourage development that supports aging in place.</li> <li>Increase participation in industry groups.</li> <li>Develop opportunities for planning and innovation.</li> </ul>															
<p>C2.1: Develop an integrated, multi-modal transportation system that supports a prosperous and competitive economy</p>															
<p>Lead: The City of Calgary</p>															
<p><b>How much did we do?</b></p> <p>Calgary Transit ridership (millions of trips) decreased closely following employment trends.</p> <table border="1"> <caption>Calgary Transit Ridership (millions of trips)</caption> <thead> <tr> <th>Year</th> <th>Ridership (millions of trips)</th> </tr> </thead> <tbody> <tr> <td>2015</td> <td>110</td> </tr> <tr> <td>2016</td> <td>102.5</td> </tr> <tr> <td>2017</td> <td>~102</td> </tr> </tbody> </table>	Year	Ridership (millions of trips)	2015	110	2016	102.5	2017	~102	<p><b>How well did we do it?</b></p> <p>TomTom traffic index ranks Calgary as Canada's least congested major Canadian city in 2017</p> <p>Travel Time Buffer Index</p> <table border="1"> <caption>Travel Time Buffer Index</caption> <thead> <tr> <th>Year</th> <th>Index (%)</th> </tr> </thead> <tbody> <tr> <td>2016</td> <td>12%</td> </tr> <tr> <td>2017</td> <td>15%</td> </tr> </tbody> </table>	Year	Index (%)	2016	12%	2017	15%
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<p><b>Story behind the baseline</b></p> <p>During uncertain economic times, The City of Calgary remains committed to providing a safe, reliable, efficient, customer-focused transportation system that supports all modes of travel and promotes smart growth principles. Responding to this, The City has managed spending while making strategic capital investments that focus on improving Calgary's economic growth and takes advantage of favourable pricing.</p>															
<p>Activity highlights:</p> <ul style="list-style-type: none"> <li>Greenline final alignment approved by Council and funding secured from the Government of Alberta.</li> <li>The C-Train network now operates 4-car trains.</li> <li>Four interchanges completed decreasing congestion at Trans-Canada Highway/Bowfort Road, Trans-Canada Highway and Sarcee Trail, Glenmore Trail/Ogden Road and Macleod Trail/162 Avenue.</li> <li>LED streetlight retrofit program was completed switching out 80,000 lights in the past 3 years.</li> </ul>															
<p>Action plan: no update from 2015 December report</p> <ul style="list-style-type: none"> <li>Three Bus Rapid Transit (BRT) lines are set to open in 2018: 17 Avenue SE, North Crosstown and South Crosstown.</li> </ul>															



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

Progress Update as at 31 December 2017 (Opportunity Calgary reported as January 1- December 31, 2017)

C2.2: Address greater connectivity between Calgary's primary cultural, recreation and commercial districts in the Centre City (Stampede Park to Calgary Zoo and Inglewood to Downtown West Village)	
Lead: The City of Calgary	
<b>How much did we do?</b>	<b>How well did we do it?</b>
<ul style="list-style-type: none"> <li>The City of Calgary made permanent the Downtown Cycle Track pilot project.</li> </ul>	<ul style="list-style-type: none"> <li>41,250 residents of Calgary's downtown communities in 2017 an increase from 40,072.</li> <li>Calgary's downtown communities represent 3.3% of the total population (up from 3.2%).</li> <li>1.7 million inbound bicycle trips into the CBD. Bike volume between CBD and surrounding communities continues to increase even as employment in the CBD decreases.</li> </ul>
<p><b>Story behind the baseline</b></p> <p>In February 2016, The City of Calgary provided funding through Opportunity Calgary to Calgary Economic Development to address the rising vacancy rates in the downtown core. Calgary Economic Development has initiated a Head Office attraction strategy to attract companies to Calgary. In addition, this initiative will work with stakeholders to explore repurposing and redevelopment of areas in the core to increase livability and population in the core.</p>	
<p>Activity highlights:</p> <ul style="list-style-type: none"> <li>Commenced renovations of the Centennial Planetarium as a multi-tenant cultural hub.</li> <li>Completed streetscape improvements for 3<sup>rd</sup> Avenue in Chinatown.</li> <li>Completed 1<sup>st</sup> Street SW corridor improvement project.</li> </ul>	
<p>Action plan:</p> <ul style="list-style-type: none"> <li>Continue to implement and promote the vision for the Centre City.</li> <li>Create a Downtown Strategy, in line with the update to the Economic Strategy for Calgary, to address downtown office vacancy rates.</li> </ul>	

C2.3: Establish Calgary as an artistically vibrant city and cultural destination in Canada	
Lead: Calgary Arts Development	
<b>How much did we do?</b>	<b>How well did we do it?</b>
<ul style="list-style-type: none"> <li>159 (down from 172) not-for-profit arts organizations and 67 individual artists (up from 49) received investment.</li> <li>25,602 volunteers (up from 24,812) provided volunteer hours to operating grantees.</li> <li>14,587 (up from 9,167) arts activities presented or produced.</li> </ul>	<ul style="list-style-type: none"> <li>23,177 (up from 610) searches on SpaceFinder Alberta by the end of 2017.</li> <li>3,385,616 attendees to arts activities.</li> <li>348,659 children and youth participated in arts education activities.</li> </ul>



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

Progress Update as at 31 December 2017 (Opportunity Calgary reported as January 1- December 31, 2017)

- 9,043 arts education activities provided by Calgary arts organizations for youth.
- 896 (up from 463) spaces on SpaceFinder Alberta.
- 143 (up from 127) signatories to Living a Creative Life.
- 133 (previous 139) participants in the 2017 Creative Calgary Congress.

## Story behind the baseline

It is an established belief that workers seek a place where they want to live as much as they do a place to make a living. National perceptions show people across Canada continue to see Calgary as less cultural than their home city. As we look to diversify the economy, arts and culture are seen not only from a quality of life perspective but from an economic growth and job creation perspective.

## Activity highlights:

- Creative Congress explored the role of arts in innovation, community and shared prosperity.
- Calgary Arts Development and Calgary Board of Education co-hosted the Aisinna'kiiiks (Common Ground) dinner series exploring the arts, education, and reconciliation.
- Published an updated Arts and Culture Infrastructure study and report.
- SpaceFinder Alberta, an online database of rentable arts/community spaces now has more than 1,000 (up from 500) venues listed, most of them in Calgary, spread out throughout the city.
- Implemented a survey of Arts Professionals working in Calgary.
- Implemented an equity, diversity and inclusion census for staff, artists and volunteers engaged with arts organizations in Calgary.
- The City of Calgary provided an additional \$1M Arts Emergency Resiliency Fund and an additional \$2M in funding for Cornerstone arts organizations. Calgary Arts Development established a Sustainability Framework Working Group to develop a framework for sustainability in the arts in Calgary.

## Action plan:

- Clarify the impact of the arts through quantitative and qualitative data on the arts sector.
- Establish a baseline for equity and diversity measures in the arts.
- Celebrate Calgary as a creative city.
- Convening people to explore ideas around arts and community building, education, poverty reduction, innovation, and other ways to be of service to our city.
- Connect and participate in truth and reconciliation efforts.

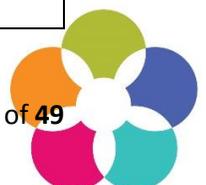


C2.4: Build a city where all Calgarians can participate in sport and recreation to the extent they choose	
Lead: The City of Calgary	
<b>How much did we do?</b>	<b>How well did we do it?</b>
<ul style="list-style-type: none"> <li>177 summer programs in 74 communities resulting in 22,744 visits by lower income youth.</li> </ul>	<ul style="list-style-type: none"> <li>Number of Calgarians in the Fee Assistance Program: 2015 = 41,045; 2016 = 51,528; 2017 = 71,214.</li> </ul>
<p><b>Story behind the baseline</b></p> <p>Calgary is consistently seen as a recreational city with our proximity to the Rocky Mountains a draw for both visitors and new residents. It is equally important that The City continue to deliver programs relevant to all citizens allowing us to retain and attract residents of all ages and cultural backgrounds.</p>	
<p>Activity highlights:</p> <ul style="list-style-type: none"> <li>Increased numbers of Calgarians have applied for the Recreation Fee Assistance program and overall utilization of the program has increased.</li> <li>Six new Skateparks complete in 2016/17.</li> <li>Collaborated with CBE to develop and implement three community sports hubs which has 820 participants taking part in over 10,000 hours of focused physical activity.</li> <li>Completed construction of three recreation facilities: Remington YMCA in Quarry Park, Shane Homes YMCA in Rocky Ridge and Great Plains facility.</li> <li>The City partnered with Jumpstart Canada to offer "inclusive" games for children with disabilities, which was held in June at the Soccer Centre and introduced three new sports programs for children in families with financial needs.</li> <li>Complete Expansion and Renovation Project of Canyon Meadows Aquatic &amp; Fitness Centre.</li> </ul>	
<p>Action plan:</p> <ul style="list-style-type: none"> <li>Silver Springs Outdoor Pool Renovation is scheduled to be complete in Q2 of 2017. South Calgary and Highwood basin renovation.</li> <li>Stu Peppard Arena Building Exterior Revitalization &amp; Interior Upgrades.</li> <li>Sportfield strategy work to continue.</li> <li>Centennial Planetarium reconstruction and renovation to be complete December 2018.</li> <li>Renovation of Beltline Aquatic and Fitness Centre to be completed Q4 2018.</li> <li>Stress test the Sport Policy and Sport Capital Plan.</li> </ul>	



Collaborative Energy

B1.1: Position Calgary as the location of choice to live, visit, meet, start a business and invest	
Lead: Calgary Economic Development and Tourism Calgary (co-lead)	
<b>How much did we do?</b>	<b>How well did we do it?</b>
<ul style="list-style-type: none"> <li>Calgary Economic Development facilitated interviews that generated 1,378 media stories.</li> <li>Calgary Economic Development generated 108 sector related stories.</li> <li>Tourism Calgary generated over a million social media engagements.</li> </ul>	<ul style="list-style-type: none"> <li>Calgary Economic Development generated over 150 million media impressions and \$5.3 million in generated media value.</li> <li>Tourism Calgary generated over 17 million media impressions.</li> </ul>
<p><b>Story behind the baseline</b></p> <p>Marketing Calgary across Canada and key geographies around the world is the cornerstone of trade and investment attraction as well as tourism attraction for Calgary. This role becomes more important when the current economic messaging about Calgary is sending a negative message about our city.</p>	
<p>Activity highlights:</p> <ul style="list-style-type: none"> <li>Expanded the Be Part of the Energy campaign into new markets.</li> <li>1,430 participants at Calgary Economic Development’s 2018 Economic Outlook.</li> <li>1,600 Calgarians engaged in Amazon HQ2 through #LoveYYC campaign.</li> </ul>	
<p>Action plan:</p> <ul style="list-style-type: none"> <li>Implement Calgary’s Destination Strategy: Ultimate Hosts, Ultimate Host City.</li> <li>Focus marketing initiatives on business attraction and technological applications/opportunities across Calgary’s established and emerging sectors.</li> </ul>	
B1.2: Showcase Calgary’s urban assets to the world and increase citizen participation in events and festivals	
Lead: Tourism Calgary	
<b>How much did we do?</b>	<b>How well did we do it?</b>
<ul style="list-style-type: none"> <li>The City worked with community organizations and partners to produce 272 events down from 274 in 2015.</li> </ul>	<ul style="list-style-type: none"> <li>Culture and sport events supported 2017 = 83, 2016 = 70, 2015 = 74.</li> <li>41,501 sport and major event-related hotel room nights contracted.</li> <li>37 product development and familiarization trips hosted.</li> </ul>
<p><b>Story behind the baseline</b></p> <p>Through the economic downturn, Tourism has been seen as potential to diversify the economy and maintain occupancy in hotels. In addition, regional tourism is seen as another target market to attract tourism expenditures in Calgary. Finally, citizen engagement in events and festivals has a</p>	



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

Progress Update as at 31 December 2017 (Opportunity Calgary reported as January 1- December 31, 2017)

strong correlation with perception of quality of life and Calgary's ability to retain and attract a talented workforce.

### Activity highlights:

- Hosted Rendez-Vous Canada, Canada's premier international tourism marketplace, generating \$4 million in economic impact to Calgary.
- Brought 83 sport and cultural events to Calgary, leaving legacies and creating opportunity for future sports, athletes and cultural performers.
- Launched Calgary's Destination Strategy: Ultimate Hosts, Ultimate Host City.

### Action plan:

Implement of Calgary's Destination Strategy focused on five key areas:

1. Enhance Calgary's hosting infrastructure.
2. Energize Calgary's iconic anchor experiences.
3. Attract, develop, promote and activate events year-round.
4. Articulate and emotionalize Calgary's unique personality.
5. Foster stakeholder alignment and collaboration.

## B2.1: Implement the Economic Strategy for Calgary

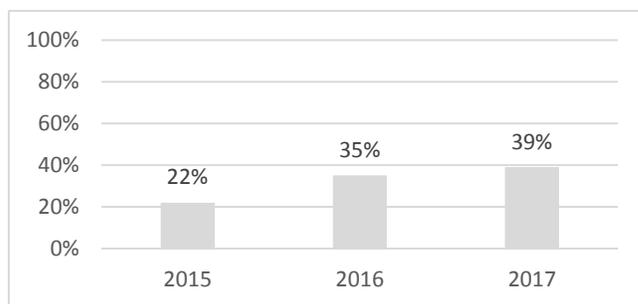
Lead: Economic Strategy for Calgary

### How much did we do?

- Engaged 1800 citizens and stakeholders in updating the Economic Strategy for Calgary.
- 87% of tactics commenced or complete at 2017 December.

### How well did we do it?

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

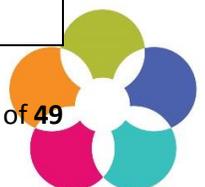


### Story behind the baseline

Since Council adopted the Economic Strategy in November 2014, Calgary's economic conditions have changed considerably. Nearing the five-year mark of the previous update, In 2017 Calgary Economic Development initiated an update to the economic strategy to align with the City Resilience Strategy and several other updates to City and Civic Partner strategies and priorities.

### Activity highlights:

- Calgary Economic Development will be finalizing the update to the 2018 economic strategy and presenting it to Priorities and Finance Committee for approval.



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

Progress Update as at 31 December 2017 (Opportunity Calgary reported as January 1- December 31, 2017)

- 2018 marks the third and final year of the \$7 million Opportunity Calgary initiative from the City of Calgary to accelerate the implementation of the Economic Strategy for Calgary.
- City of Calgary agreed to set aside \$100 million for the Opportunity Calgary Investment Fund.

### Action plan:

- Work with Resilient Calgary to update the Economic Strategy in alignment with The City's economic resiliency efforts.
- Coordinate additional one on one meetings with all members of the Leadership and Implementation Team.
- Host Leadership and Implementation Team meetings and Annual Economic Summit.
- Host Ministry Roundtables for the Minister of Economic Development and Trade.
- Schedule meetings with the Members of the Legislative Assembly to share economic diversification ideas.
- Continue investing \$7 million in Opportunity Calgary funding to accelerate implementation in key areas.
- Implement the \$100 million Opportunity Calgary Investment Fund.

The economic strategy is stewarded by Calgary Economic Development. For more information please call 403.221.7892

