

Building on our Energy

CREW - Leveraging Your Strengths | April 14, 2016



Calgary Economic Development's collaborative energy makes us a conduit, connector, catalyst and storyteller for the city of Calgary.

agenda



**Calgary Economic Development
Overview**



10-Year Economic Strategy:
Building on our energy



Current Economic Condition:
Opportunity Calgary



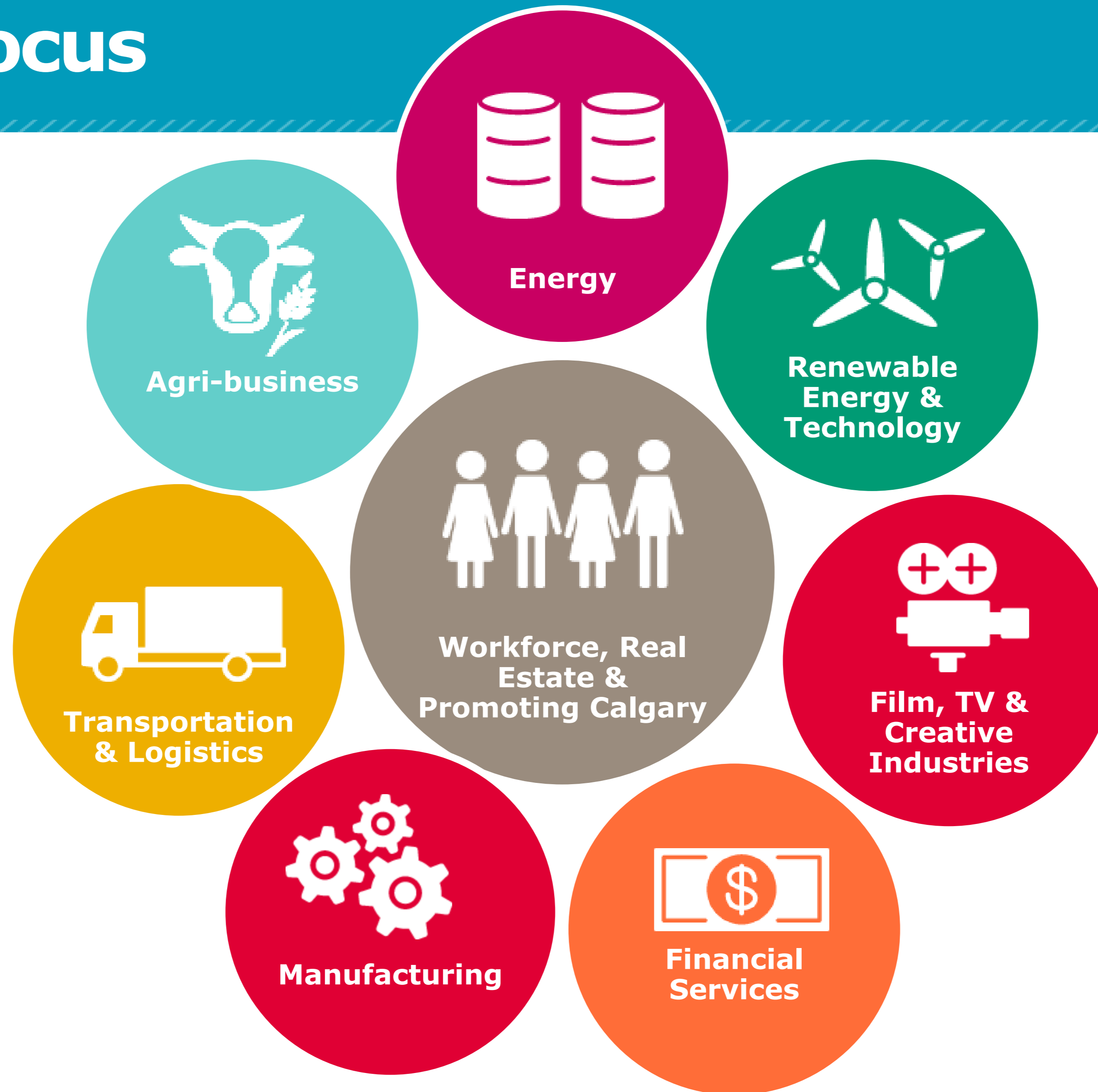
Calgary Economic Development Overview

Our role in the community



Calgary Economic Development's **collaborative** energy makes us a **conduit, connector, catalyst** and **storyteller** for the city of Calgary.

Areas of focus





10-year Economic Strategy: Building on our energy

Leadership & Implementation Team

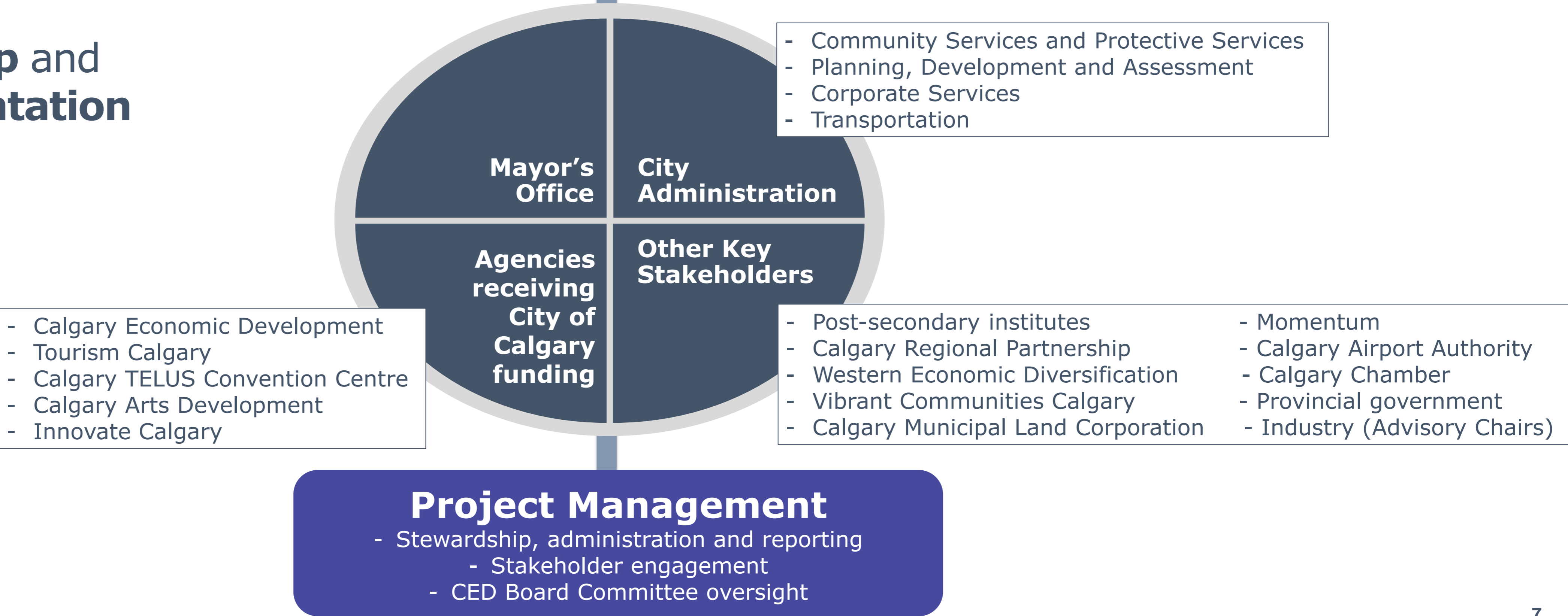
reporting
structure

CITY COUNCIL




COUNCIL COMMITTEE (Priorities & Finance)

CALGARY ECONOMIC DEVELOPMENT, Chair of the Board of Directors

leadership and
implementation
team



Core Indicators: Measuring Success

 Sustainable Development	 Shared Prosperity	 Sense of Community
<ul style="list-style-type: none">• Non-residential share of total assessment• Non-oil and gas diversification score• GDP for all industries• Land Use Diversity Index• Residential Diversity Index	<ul style="list-style-type: none">• Calgarians agreeing the city is a great place to make a living• Households spending more than they can afford on housing• Low income Calgarians• Overall employment rate	<ul style="list-style-type: none">• Satisfaction with City services• Calgarians involved in community events• National perceptions of Calgary• Calgarians agreeing the city is a great place to make a life• Calgarians agreeing overall quality of life is good

Building on our energy: 10-year economic strategy for Calgary

Sustainable development, shared prosperity and sense of community

global energy

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



innovative energy

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



community energy

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



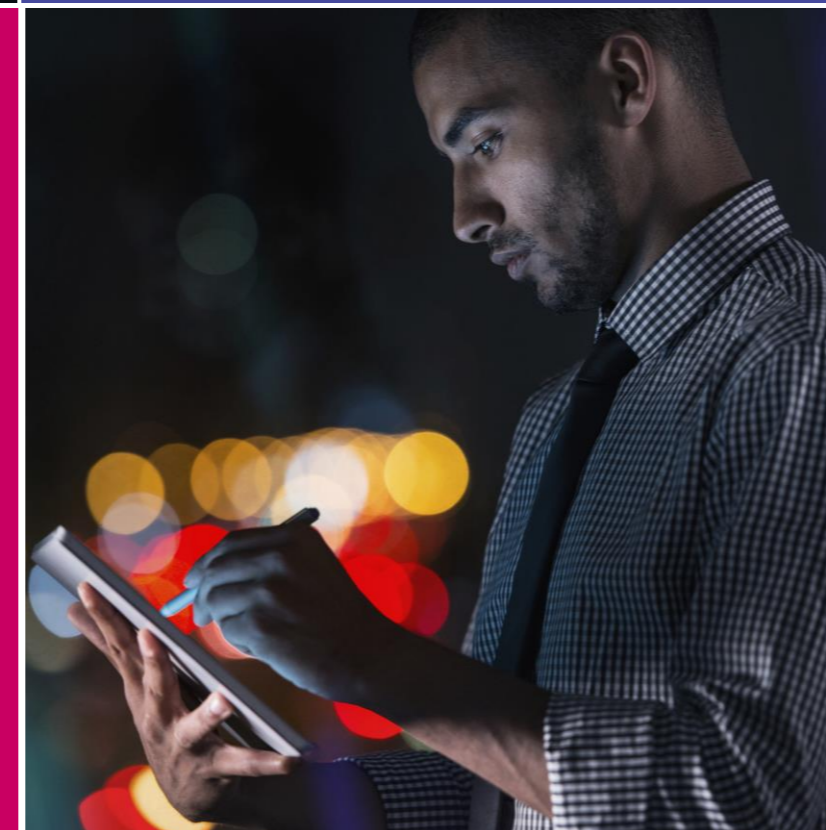
entrepreneurial energy

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



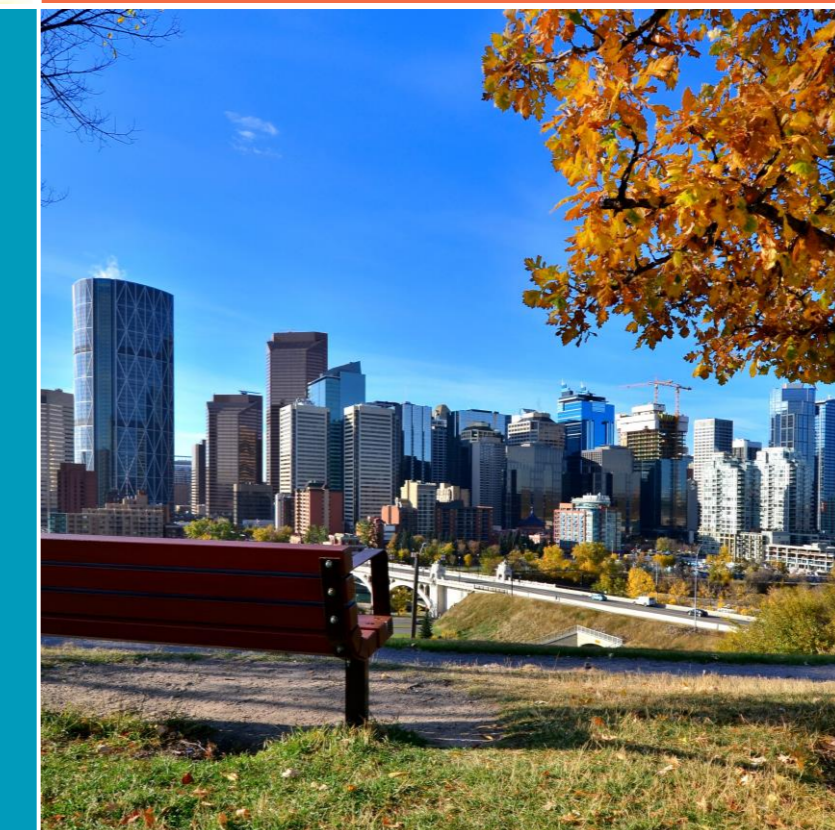
people energy

Calgary embraces social inclusion and shared prosperity.



collaborative energy

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





Current Economic Condition: Opportunity Calgary

Calgary GDP by Industry

1987 GDP
\$48.9 B

**Primary and
Utilities
(53.7%)**

**Finance, Insurance and
Real Estate (10.6%)**

Business Services (4.6%)

Construction (5.1%)

Wholesale and Retail Trade (5.7%)

Non-Commercial Services (6.8%)

Manufacturing (3.7%)

**Transportation and
Warehousing
(2.7%)**

**Personal
Services (3.0%)**

**Information and
Cultural Industries
(1.1%)**

**Public
Administration and
Defence (3.0%)**

1987

2015 GDP
\$116 B

**Primary and
Utilities
(31.0%)**

**Finance, Insurance and
Real Estate (15.7%)**

**Business Services
(9.3%)**

**Construction
(8.9%)**

**Wholesale and Retail Trade
(8.4%)**

**Non-Commercial Services
(7.7%)**

Manufacturing (5.1%)

**Transportation and
Warehousing (4.6%)**

**Personal Services
(3.9%)**

**Information and
Cultural Industries
(2.8%)**

**Public Administration
and Defence (2.6%)**

2015

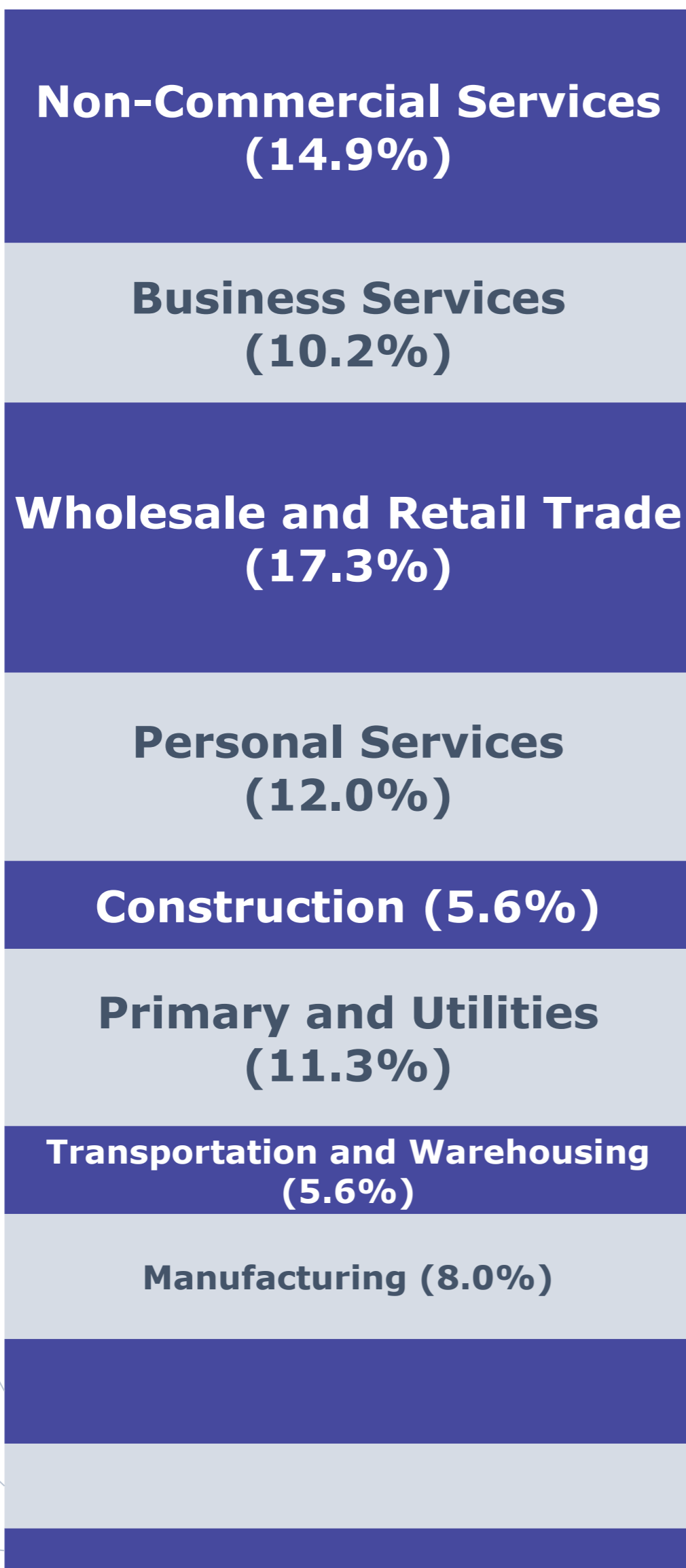
Calgary Employment by Industry

1987 Total
Employment:
363,305

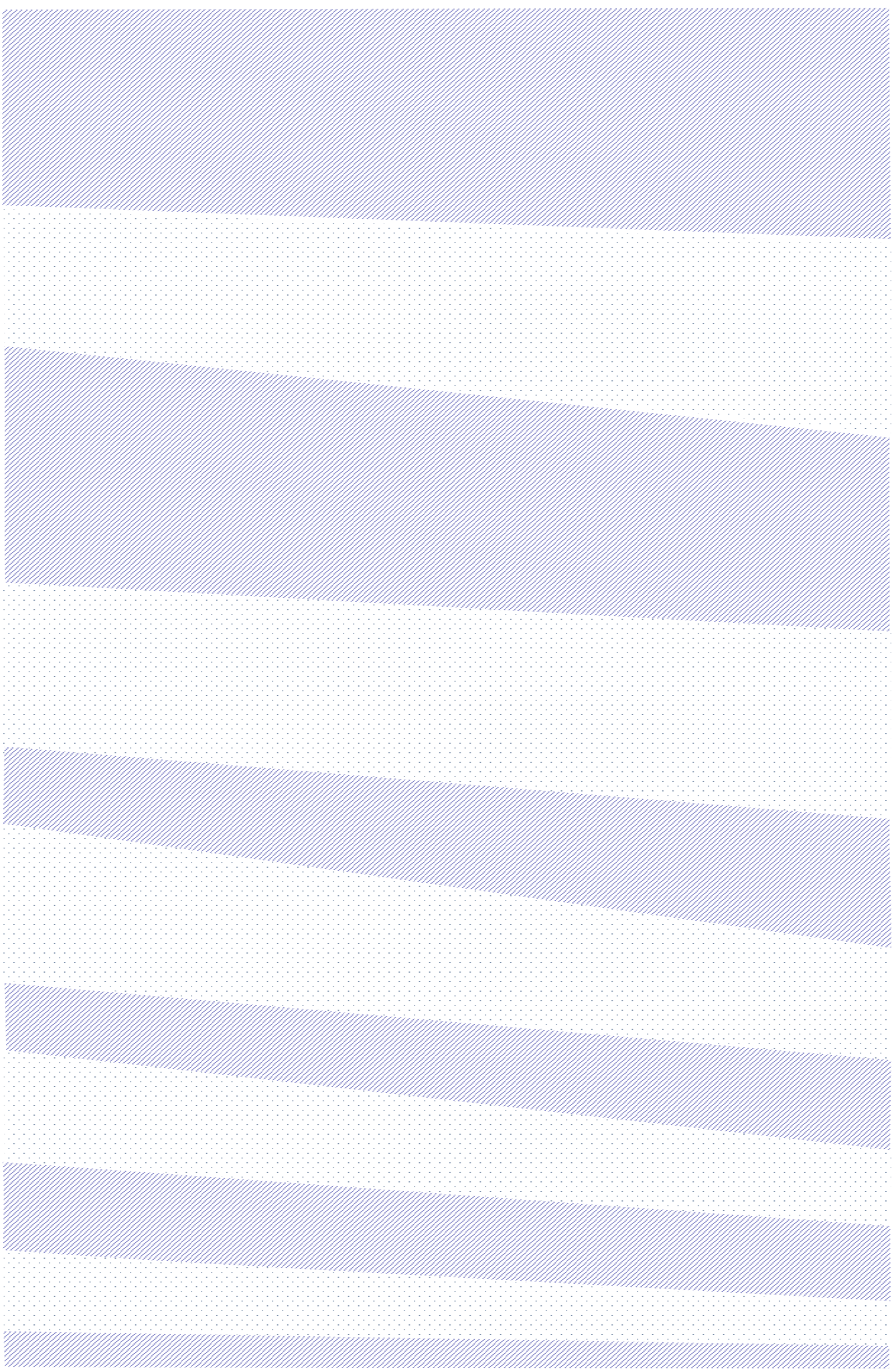
Finance,
Insurance and
Real Estate
(6.7%)

Public
Administration
and Defence
(5.4%)

Information and
Cultural
Industries
(2.8%)



1987



2015

2015 Total
Employment:
816,125

Finance, Insurance
and Real Estate
(5.5%)

Public
Administration
and Defence
(2.9%)

Information and
Cultural
Industries
(1.7%)

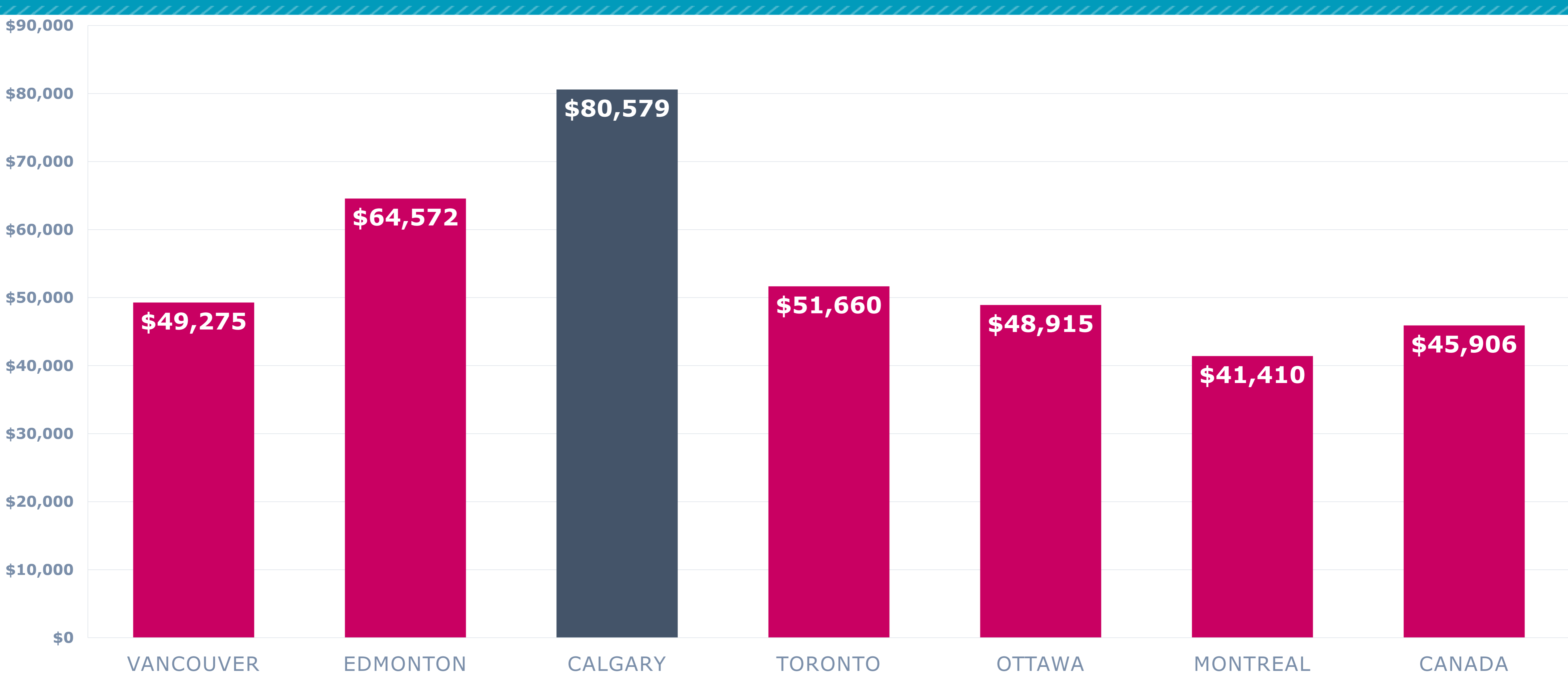
Slump vs. Slump

Indicator	Current Data	2008-2010 Slump	1992-1995 Slump	1982-1985 Slump
Annual GDP Growth	-2.4% 2015	-5.1% 2009	1.5% 1992	-
AB Oil & Gas Capital Expenditure	\$42.8B 2015	\$19.7B 2009	\$3.7B 1992	-
Price of Oil (WTI) (\$USD/BBL)	\$38.80 Mar 2016	\$30.28 2008	\$13.89 1994	\$25.43 1984
Price of Natural Gas (\$USD/mmBTU)	\$1.56 Mar 2016	\$1.83 2009	\$1.23 1992	\$1.77 1981
Unemployment Rate	8.6% March 2016	7.5% 2010	11.1% 1992	13.2% 1983
Net Migration	21,057 2015	11,219 2010	4,647 1993	-10,531 1983
Downtown Office Vacancy	20.2% Q1 2016	15.7% 2010	-	-
Building Permits	\$6.98B 2015	\$3.54B 2010	\$0.87B 1993	-
Average Home Price (Calgary – All Housing Types)	\$469,337 2015	\$396,567 2009	\$129,491 1992	\$80,348 1985

Calgary by Comparison

	Vancouver	Edmonton	Calgary	Toronto	Ottawa	Montreal	Canada
2015 GDP Growth	3.9%	-1.8%	-2.4%	3.1%	1.0%	1.7%	1.2%
CMA Population Jul 2015	2,504,340	1,363,277	1,439,756	6,129,934	1,332,001	4,060,692	35,851,774
2014 Population Growth	1.2%	2.4%	2.4%	1.3%	1.2%	0.8%	0.9%
Unemployment Rate March 2016	6.3%	6.9%	8.6%	7.3%	6.8%	8.5%	7.1%
Participation Rate March 2016	66.5%	75.3%	73.5%	67.2%	69.1%	66.4%	65.9%
Employment Growth 12 months ending March 2016	63,800 5.0%	27,400 3.6%	-18,100 -2.2%	107,400 3.5%	4,700 0.7%	7,900 0.4%	126,600 0.7%
Full-Time Employment Growth 12 months ending March 2016	3.8%	3.5%	-4.3%	4.5%	21.8%	2.7%	0.9%
Part-Time Employment Growth 12 months ending March 2016	10.6%	6.0%	9.2%	-1.3%	-3.4%	-7.5%	0.1%
Average Weekly Earnings <i>Provincial</i> Dec 2015	\$923.33	\$1,137.91	\$1,137.91	\$981.45	\$981.35	\$877.64	\$964.74

2015 GDP per Capita Across Canada



Opportunity Calgary:

Funding request of \$7M to attract and engage 83 companies



Stimulation: Head Office/Downtown Action Plan

Attract new investment and head offices to create increased vibrancy in Calgary's downtown core.

- Assess opportunities to repurpose existing spaces and revise leasing plans to attract millennial and start-ups to the downtown core
- Aggressive headquarters attraction plan (e.g. – Dow/Dupont, Shaw/Wind Mobile, etc.)

Metrics

- 10 companies engaged/attracted
- 20 local expansions
- 500 direct/indirect jobs
- Downtown vacancy 15%



Talent Retention: Calgary's Global Talent Hub

Position Calgary as a global talent hub to immediately deploy workers.

- Match the skills of our displaced workforce to high demand areas
- Enable foreign project managers to set up remote offices in Calgary

Metrics

- 20 companies engaged/attracted
- 2,000 direct/indirect jobs
- Decrease or hold in unemployment
- Downtown vacancy 15%



Talent Retention: Calgary's Global Talent Hub

Transition workers with transferable skills to creative industries to help build a crew base to support existing and future productions.

- Hands on training program delivery to prepare workers entering the field

Metrics

- 150 recently graduated creative industries students retained in Calgary
- 30 people retrained for the creative industries



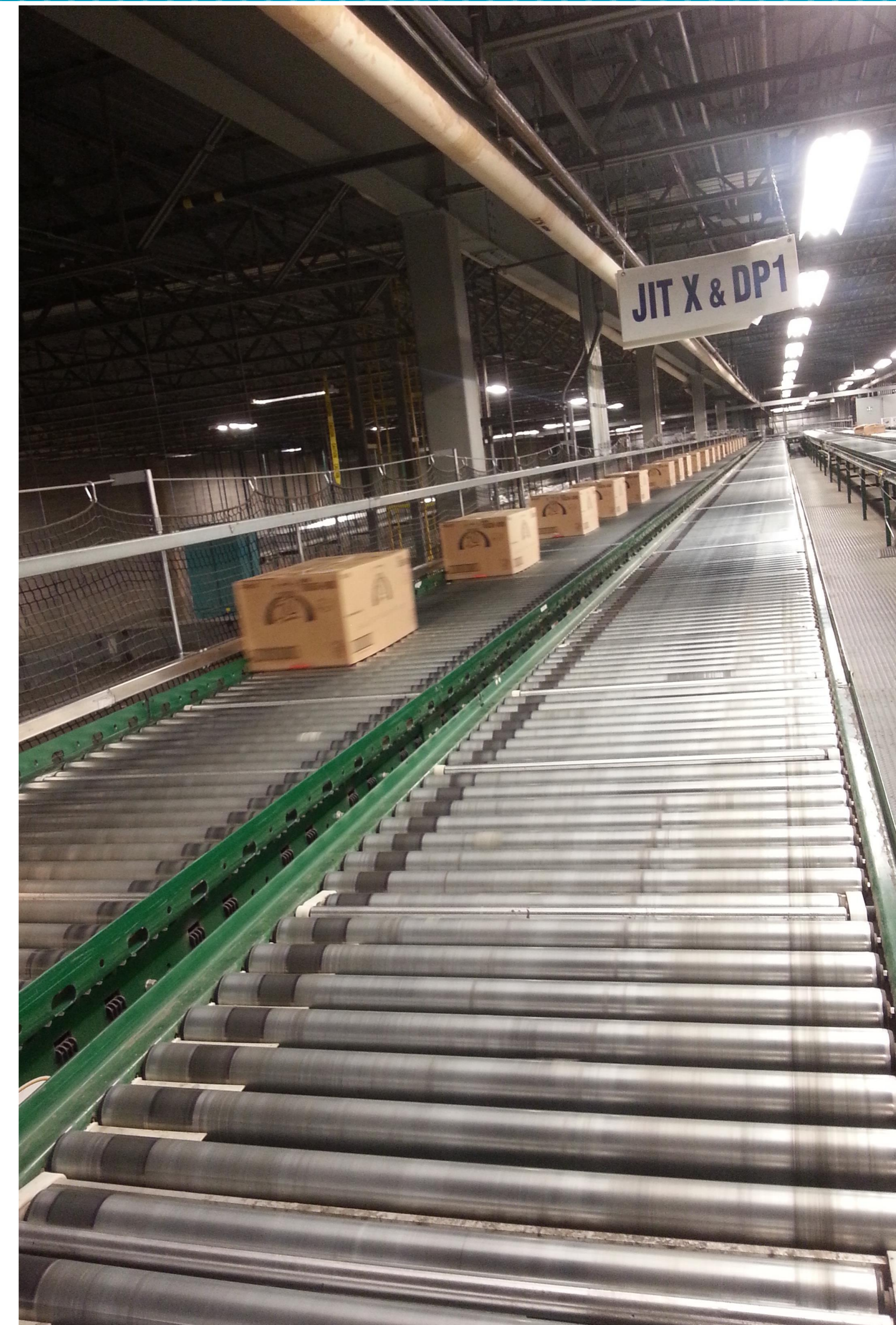
Accelerating Diversification: Logistics

Calgary is perfectly positioned transportation hub and inland port in Western Canada.

- Provide resources to activate an existing business plan for immediate results
- Proactive outreach to site selector firms to raise awareness of the opportunities in Calgary
- Implement take to market action plan including events, marketing, website, media, etc.

Metrics

- 20 companies engaged/attracted
- 15 local expansions
- 3,000 direct/indirect jobs



Accelerating Diversification: Calgary Film Centre marketing campaign

Position Calgary as a premier location for film, television and digital media production.

- Scout trips and marketing materials to promote the industry in Calgary and the Calgary Film Centre

Metrics

- 3 companies engaged
- 5 local expansions
- 500 direct/indirect jobs
- 30% increase in television, film and digital media production



Accelerating Diversification: Agribusiness Action Plan

Position Calgary as a leader in agricultural education, agri-tech, agribusiness and sustainable/integrated chemical production.

- Assess our global competitiveness and opportunities considering trade agreements (CETA, TPP, CKFTA)
- Create an eco system to support innovation in the Agribusiness sector
- Implement an investment attraction plan

Metrics

- 10 companies engaged/attracted
- 15 local expansions
- 500 direct/indirect jobs
- 300 trade & investment leads



Accelerating Diversification: Renewable Energy

Establish Calgary as a centre for responsible energy development.

- Seek opportunities to commercialize academic research and enhance access to venture capital
- Leverage the Climate Change Action Plan to identify opportunities for local companies
- Pursue trade opportunities for Calgary's growing renewable energy technology sector

Metrics

- 10 companies attracted/engaged
- 20 local expansions
- 500 direct/indirect jobs
- 500 trade & investment leads



Accelerating diversification: Calgary as Innovation Centre

Collaborate with Innovate Calgary and Calgary Chamber to build a culture of innovation.

- Benchmark Calgary against world leading innovation centres
- Create a roadmap, develop policies, evolve and enhance programs, create places, attract and retain people to showcase Calgary's innovations to the world
- Activate promotion of "Made in Calgary" innovation stories

Metrics

- 10 companies engaged/attracted
- 20 local expansions
- 500 direct/indirect jobs
- 50 innovation entrepreneurs



Local Campaign

Launch local campaign to encourage Calgarians to use local suppliers and support local businesses.

- Potential to partner with Tourism Calgary & Calgary Chamber
- Similar to the YYCisOPEN flood campaign, but with more of a business target

Metrics

- Campaign recall & action taken in post-campaign surveys

rediscover our city



**Support businesses in
flood affected areas**

yycisopen.com

17th ave Bowness Chinatown Inglewood Montgomery	4th Street Bridgeland Downtown Kensington Victoria Park
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Be Part of the Energy 2.0

Launch an out of market campaign showcasing the opportunities in Calgary.

- Website and digital content creation
- Advertising
- Media relations
- Social media content
- Events
- Potential to see additional private sector funding

Metrics

- An improvement of national perceptions about Calgary as an innovative, diverse and entrepreneurial city
- Increase in business and investment confidence



thank you.

calgary economic
development
be part of the energy™