

goal 1 – a focus on people and community

OBJECTIVES

1. Educate and Engage

STRATEGIES

i. Make Calgary the education and intellectual centre of Canada

| ACTIONS | POTENTIAL KEY PARTNERS | TIMELINE | POTENTIAL METRICS |
|---|---|-----------|--|
| 1. Provide access to Canada's top education system (primary, secondary and post-secondary) for all Calgarians, to ensure a well-trained and highly educated workforce. This includes instruction, program and facility requirements. | Province of Alberta, Business Leaders, Primary and Secondary Schools, Post Secondary Institutions | 5 years | Masters and Doctoral degrees awarded per capita; graduate level enrolment; post-secondary institution rankings; percentage of Calgarians with post-secondary education; high school completion rate; Provincial Achievement Test scores; Diploma Examination scores; student satisfaction levels that education met their individual talents, interests and learning styles; transition rates from high school to post-secondary; post-secondary completion rates; professor to student ratios; percentage of applicants being turned away; percentage of graduates remaining in Calgary; percentage of graduates employed after graduation; participation rates; proportion of students studying abroad; proportion of international students studying in Calgary; number of off-shore campuses/satellite campuses; |
| 2. Create the Calgary Business and Education Forum that links business with all levels of education to share needs and ideas, and implement mutually beneficial initiatives. | Post Secondary Institutions, City of Calgary, Business Leaders, Primary and Secondary Schools | Immediate | Established forum; roster of participants; schedule of meetings; established priorities; number of collaborative initiatives; |
| 3. Develop the urban campus in downtown Calgary. | Post Secondary Institutions, City of Calgary, Province of Alberta | 5 years | Developed campus; number of students learning and living in the downtown; occupancy rate of downtown facilities; growth in supporting and ancillary services; |
| 4. Deliver the most technologically advanced programming in primary, secondary and post-secondary education, including e-learning and virtual education, offering cutting edge technology, global educators and experiences to Calgary education programming. | Post Secondary Institutions, Province of Alberta, Primary and Secondary Schools | 10 years | Provincial Achievement Test scores; graduating students entering technology programs or employment; high school graduation rate; post secondary education transition rate; Diploma Examination scores; Advanced Placement; International Baccalaureate students; graduated student contribution to Goal 2.3.iii.2. |
| 5. Deliver the most artistic, creative and innovative programming for primary, secondary and post-secondary education that works to develop the individual talents, skills and interests of students and to foster a creative, and tech-savvy population. | Post Secondary Institutions, Province of Alberta, Primary and Secondary Schools | 5 years | Students enrolled in arts courses, technology utilization rates; second language enrolment; use of library and technology resources; existence of unique programs to meet student needs in arts, technology and creative endeavours; progression of students into arts, creative or technology oriented employment, progression of students into arts, creative or technology oriented further education; |
| 6. Develop the Calgary Centre for Dialogue, an iconic facility located downtown, for community interaction and events, connecting Calgarians with a global network of ideas, citizens and discussion. | City of Calgary, Business Leaders, Culture Community Leaders, Province of Alberta, Government of Canada | 10 years | Developed facility; occupancy rate; number of events held per year; use of facility by community groups; engagement of population in global citizenship discussion and dialogue; |

OBJECTIVES

2. Remove Barriers to Meaningful Employment

STRATEGIES

i. Ensure Calgarians are active contributors to the economy to their full potential

| ACTIONS | POTENTIAL KEY PARTNERS | TIMELINE | POTENTIAL METRICS |
|---|--|-----------|---|
| 1. Create a comprehensive labour force development strategy to meet the current and future labour force needs, addressing lifelong learning, up-skilling, education, immigration, accreditation, apprentice programs, career counselling and ensuring increasing participation from underrepresented groups such as aboriginals, physically disabled, immigrants and women. | Calgary Economic Development, Province of Alberta, Skills Council, Sector Councils, Labour Unions, Industry Associations | Immediate | Participation rate by demographic; unemployment rate by demographic; average income by demographic; median income; poverty rate by demographic; education rates by demographic; participation of labour force in continuing education; percentage of workforce telecommuting; completion rates for apprenticeship programs; high school completion rates; post secondary transition rates; Masters and Doctoral degrees granted per capita; |
| 2. Create sufficient child and elder care spaces/options to support individuals in their education or participation in the workforce. | City of Calgary, Province of Alberta, Calgary Health Region, Government of Canada, Non-profit providers, Private sector | 5 years | Licensed childcare spaces; ratio of childcare workers to children; wait lists for childcare (number and length of wait); ratio of elder care workers to elders; wait list for elder care (number and length of wait); elder care spaces; |
| 3. Create sufficient affordable rental and ownership housing for all Calgarians, that includes a broad mix of housing forms and options, by creating innovative tools and approaches. | Calgary Economic Development, City of Calgary, Province of Alberta, Government of Canada, Non-profit providers, Private sector | 10 years | Average housing price; affordable housing wait list (number and length of wait); percentage of affordable housing units to total housing stock; rental vacancy rate; gross shelter to income ratio for rental and ownership; |

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STRATEGIES

ii. Welcome all new Calgarians with open arms

| ACTIONS | POTENTIAL KEY PARTNERS |
|--|---|
| 1. Implement a Welcome to Calgary settlement strategy and program for immigrants and new Calgarians that enables new individuals and families to settle and integrate in Calgary easily. This includes information and assistance on housing, health care, language, community networks, residence permits, counselling and other areas of civic life. | Calgary Economic Development, City of Calgary, Province of Alberta, Government of Canada, Non-profit agencies, Immigrant service agencies, Private sector |

| TIMELINE | POTENTIAL METRICS |
|-----------|---|
| Immediate | Skills match rate; employment rate; unemployment rate; average and median income; health and wellness of immigrant population; connectedness of immigrant population; ESL program utilization; English skills; immigrant income catch up rates; to community resources and services; paid work consistent with education; access to doctor rate; injury rate; chronic illness rate; mortality rate, infectious disease rates. |

OBJECTIVES

3. Enhance the City's Sense of Place and Experience

STRATEGIES

i. Ensure Calgary is a city of vibrant, complete and sustainable communities

| ACTIONS | POTENTIAL KEY PARTNERS |
|--|--|
| 1. Make Calgary a model for higher density living by means of increased densification throughout the city, particularly in the Centre City and around major nodes and institutions that are supported by public transit. | City of Calgary, Private Developers, Community Associations, Federation of Calgary Communities |
| 2. Make Calgary a model for sustainable land development and livable communities as articulated in the Centre City Plan, Integrated Land Use and Mobility Plan, and imagineCALGARY. | City of Calgary, Private Developers, Community Associations, Federation of Calgary Communities |
| 3. Implement a Calgary Cultural and Commercial District Enhancement Strategy, in conjunction with the Business Revitalization Zones in making Calgary's commercial nodes highly vibrant and utilized through infrastructure, architecture and diversity of activity. | City of Calgary, Business Revitalization Zones, Private sector, Arts and Cultural Community |

| TIMELINE | POTENTIAL METRICS |
|----------|---|
| 5 years | Density rates by community district; average commute time; percentage of population using transit; auto-dependence rates; percentage of population commuting by non-mechanical means; parking demand; |
| 10 years | Achievement of the metrics established in the Centre City Plan, Integrated Land Use and Mobility Plan, and imagineCALGARY |
| 2 years | Achievement of metrics in the Centre City Plan, Integrated Land Use and Mobility Plan and imagineCALGARY |

STRATEGIES

ii. Grow Calgary's position as an international centre of art, culture and design

| ACTIONS | POTENTIAL KEY PARTNERS |
|---|--|
| 1. Hold international design competitions for key city-wide projects, particularly in the Centre City, including East Village, Victoria Park, and Transit-Oriented Developments to create vibrant, exciting, green and complete developments. | City of Calgary, Private Developers, Industry and Professional Associations, Calgary Municipal Land Corporation |
| 2. Make Calgary a top arts and culture destination in Canada by nurturing a more creative ethos in the community through dialogue and educational programming, providing more arts space, increasing support and visibility for arts, and enabling more public exhibition of art. | City of Calgary, Private sector, Arts Groups, ACAD, Calgary Arts Development, Primary and Secondary Schools, Artists |
| 3. Strive to make Calgary a North American architectural capital by fostering an increased culture of design, supporting innovation in design and creating appropriate tools. | City of Calgary, ACAD, University of Calgary, Private Developers, and related associations |
| 4. Make a strong civic commitment to the quality of the city's architecture and environmental stewardship through the construction of iconic and Silver LEED certified public buildings and public infrastructure. | City of Calgary, Province of Alberta, Government of Canada |

| TIMELINE | POTENTIAL METRICS |
|----------|--|
| 5 years | Awards for architecture and green development; international recognition of Calgary in the media; transit use; achievement of metrics in the Centre City Plan and Integrated Land Use and Mobility Plan |
| 10 years | Recognition of Calgary as arts and culture capital; tourism visitation and arts events attendance; arts space; students enrolled in art based programs, Calgarians registered in arts based community programs; |
| 10 years | Percentage of Calgary buildings winning architectural awards; international recognition of Calgary architecture; |
| 5 years | Percentage of public buildings and infrastructure built to Silver LEED standard; percentage of private sector buildings built to Silver LEED standard; awards for architecture and green development; international recognition in media for architecture and green development; |

goal 2 – a focus on business and enterprise

OBJECTIVES

1. Strategically Develop Calgary's Economy

STRATEGIES

i. Make Calgary THE global energy centre

| ACTIONS | POTENTIAL KEY PARTNERS | TIMELINE | POTENTIAL METRICS |
|--|---|-----------|--|
| 1. Develop a Calgary energy sector strategy and sub-sector strategies to focus efforts on continued strength and diversification of the energy sector. | Calgary Economic Development, Province of Alberta, Energy Sector companies, Industry Associations | Immediate | Percentage of GDP and employment; employment growth on energy and energy related companies; business satisfaction with economic development activities and services; |
| 2. Provide business and economic development support and services for Calgary's energy companies and their supporting business, financial and professional services. | Calgary Economic Development, Energy Sector companies, Industry Associations, Province of Alberta, Government of Canada | Immediate | Percentage of GDP and employment; employment growth on energy and energy related companies; business satisfaction with economic development activities and services; |
| 3. Leverage the existing capital flows and financial expertise from the energy sector and broaden the availability of capital and financial talent in Calgary across all sectors to create a global epicentre of capital and financial services. | Calgary Economic Development, Calgary Technologies Inc., Province of Alberta, Government of Canada, Private sector, University Technologies Inc. | Immediate | Dollar volume of capital; number of deals in Calgary; venture capital investment (percentage of GDP); diversity of capital deals across industries; |
| 4. Create the Global Energy Policy and Interpretive Centre, a world-class energy policy, educational and interpretive centre. | Private sector, Province of Alberta, Government of Canada | 10 years | Development and operation of the Centre |
| 5. Strengthen Calgary's educational and research activity associated with the energy sector to ensure it remains the top global location. | University of Calgary, SAIT Polytechnic, Canadian Energy Research Institute, Alberta Energy Research Institute, Province of Alberta, Alberta Science and Research Authority, Calgary Technologies Inc., University Technologies International, Private sector | 5 years | Enrolment and access to energy related education; energy research funding achieved; energy research activity; patents; commercialization of energy research; |

STRATEGIES

ii. Make Calgary's key non-energy sectors world-class competitors in financial services, health and wellness, transportation and logistics, environmental technology, value added manufacturing, niche ICT, creative industries and tourism and convention.

| ACTIONS | POTENTIAL KEY PARTNERS | TIMELINE | POTENTIAL METRICS |
|---|--|-----------|---|
| 1. Develop comprehensive sector-based strategies to enhance the growth, development and profile of Calgary's non-energy key sectors, including implementation of the flagship concepts for key sectors articulated in the section Targeting our Growth. | Calgary Economic Development, Calgary Technologies Inc., Tourism Calgary, Calgary TELUS Convention Centre, Calgary Health Region, Private Sector | Immediate | Completed strategies and continuous update and intelligence gathering |
| 2. Provide business development, retention, investment and trade development services to non-energy key sector businesses in support of Calgary's economic development. | Calgary Economic Development, Calgary Technologies Inc., Tourism Calgary, Calgary TELUS Convention Centre, Private sector | Immediate | Percentage of GDP and employment; employment growth in key sectors; business satisfaction with economic development activities and services; |
| 3. Work with Calgary Regional Partnership communities, Tsuu T'ina Nation and Calgary-Edmonton Corridor communities to ensure business investment is attracted to, and remains in, our region and Alberta. | Calgary Economic Development, Calgary Regional Partnership, Corridor communities, Province of Alberta, Tsuu T'ina Nation | Immediate | Number of business investments attracted to region; number of business investments retained in region; number of business investments lost in region; |

OBJECTIVES

2. Provide Smart Infrastructure

STRATEGIES

i. Develop an integrated transportation system

| ACTIONS | POTENTIAL KEY PARTNERS | TIMELINE | POTENTIAL METRICS |
|---|--------------------------------------|-----------|---|
| 1. Increase the capacity, frequency and distribution of public transit in Calgary to encourage and support increased ridership across the city, including increased routes into new residential and employment / industrial areas, educational institutions and to the airport. | City of Calgary, Province of Alberta | Immediate | Ridership levels; number of trains per hour; people moved per hour; transit kilometres travelled per year and per person; transit route kilometres; percentage of population within 500 metres of an LRT station; percentage of jobs within 500 metres of an LRT station; |

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|---|---|----------|--|
| 2. Develop a high speed rail link between Calgary-Edmonton-Fort McMurray. | City of Calgary, City of Edmonton, Town of Fort McMurray, Province of Alberta | 10 years | High speed rail link operational |
| 3. Develop regional commuter rail between Calgary and all Calgary Regional Partnership communities. | City of Calgary, Calgary Regional Partnership, Province of Alberta | 10 years | Commuter rail links operational |
| 4. Complete all necessary major transportation infrastructure projects to support the timely and efficient movement of people, goods and services, including the Calgary Ring Road. | City of Calgary, Province of Alberta | 5 years | Achievement of City of Calgary and Province of Alberta Capital Plans for infrastructure; completion of Calgary Ring Road |
| 5. Provide for adequate and timely transportation support in the form of taxis and cost-effective parking solutions, particularly in the Centre City. | City of Calgary, Private sector | 2 years | Taxi permits; parking rates; transit ridership; |

STRATEGIES

ii. Develop an integrated communications network

| ACTIONS | POTENTIAL KEY PARTNERS | TIMELINE | POTENTIAL METRICS |
|--|--|----------|---|
| 1. Create a city-wide WiMax network with the participation of private industry and service providers to support business, community and telework initiatives. | City of Calgary, Telecommunications companies and providers, Private sector, Calgary Economic Development, Calgary Technologies Inc. | 5 years | WiMax availability throughout city; usage; percentage of population accessing WiMax; percentage of workforce telecommuting; |
| 2. Make all applicable City services and information available on-line, including delivery of all permitting, approvals and licensing through the City of Calgary website. | City of Calgary | 5 years | Percentage of City services on-line |

STRATEGIES

iii. Provide an effective land and resource management strategy

| ACTIONS | POTENTIAL KEY PARTNERS | TIMELINE | POTENTIAL METRICS |
|---|---|-----------|--|
| 1. Provide adequate amounts of appropriately sized, shovel-ready industrial/employment land to meet business needs, including securing future rail-line access. | City of Calgary, Calgary Economic Development, Rail companies, Calgary Regional Partnership, Private land owners, Private developers, Development associations | 5 years | Industrial vacancy rate; industrial land price growth rate; amount of industrial land for sale at any given time; amount of industrial land under development at any given time; percentage of land with rail access; diversity of parcel sizes available on market; |
| 2. Secure adequate lands required to ensure sufficient supply of facilities for performing and visual arts space. | City of Calgary, Calgary Arts Development, Arts Organizations | 5 years | Attendance at cultural events; number of days booked; amount of purpose built art space; seats per 1,000 residents; |
| 3. Identify and plan specific nodes in the city for certain economic activity to occur, such as advanced technology near the University of Calgary, a film and digital media campus, and a transportation and logistics centre near the airport. | City of Calgary, Private sector, Province of Alberta, Calgary Airport Authority, University of Calgary, land owners and developers, Calgary Economic Development, Calgary Technologies Inc. | 10 years | Developed nodes for economic activity; concentration of square footage by industry; industry growth rates (GDP and employment) by geographic node; |
| 4. Develop a local business environmental strategy that includes tools and programs, information and advisory services for companies on water use, energy efficiency, green building design and environmentally sound business practices. | City of Calgary, Environment Organizations, Private sector | Immediate | Greenhouse gas emissions; water consumption; waste production; percentage of buildings developed with LEED standards; energy use; renewable energy use; green procurement practices; |
| 5. Require all new large scale commercial and industrial developments to utilize more environmentally sensitive development forms and utility options such as closed-loop industrial eco-development systems, district energy systems and environmental water approaches where feasible through size and critical mass. | City of Calgary, Private sector, Development Associations, Utility companies, ENMAX | 10 years | Percentage of new development as closed loop, district energy and alternative water systems; percentage of land total developed in this manner; percentage of land developed with water retention systems and grey water systems; |
| 6. Create the Calgary Water Conservation and Treatment Research and Education Centre at the Pine Creek Water Treatment Plant. | City of Calgary, Post Secondary Institutions, Province of Alberta | 10 years | International reputation; international visitation and delegations; number of tours and programs; |
| 7. Become a Canadian leader in timely permit and approval processes to support real estate development. | City of Calgary | 2 years | Time for delivery of development permits and building permits; |

goal 2 – a focus on business and enterprise

STRATEGIES

iv. Address the needs of SME's and entrepreneurs

ACTIONS

1. Grow Calgary's programs for small businesses and start-ups, through advisory and coaching services in business start-up, planning, commercialization and growth, at the Business Link, the International Trade and Business Centre, Calgary Technologies Inc., and University Technologies International.

POTENTIAL KEY PARTNERS

Calgary Economic Development, Business Link, Calgary Technologies Inc., University Technologies International, Western Economic Diversification Canada, Province of Alberta

2. Create a Calgary Entrepreneur Laureate who will speak on, advise and support increased entrepreneurial activity in Calgary.

Calgary Economic Development, Calgary Technologies Inc., Business Community

TIMELINE

2 years

POTENTIAL METRICS

Rate of venture capital deals; mentor and management capacity program availability; small business rate; number of SME's and entrepreneurs served; rate of business start-up; rate of commercialization; GDP contribution by sector; commercialization partnerships;

2 years

Calgary Entrepreneur Laureate role filled; number of engagements with SME's.

OBJECTIVES

3. Create the Environment for Smart Ideas and Innovation

STRATEGIES

i. Deliver the space for innovation to occur

ACTIONS

1. Develop Innovation Park, one of Canada's largest concentrated advanced technology campus located at the University of Calgary, for collaborative industry and institutional research, and attract all research associated with local companies to this development, providing green space for technology development and company creation.

POTENTIAL KEY PARTNERS

City of Calgary, University of Calgary, Calgary Technologies Inc., Province of Alberta, Private sector

TIMELINE

10 years

POTENTIAL METRICS

High tech employment; Business investment in research and development; gross investment in research and development; growth of technology companies; commercialization rate; international reputation; research funding attracted; University licensing revenue; University invention disclosures; University start-ups; Sponsored research revenue; Publications per capita; International education projects and contracts; Collaborative research with international colleagues; Commercialization partnerships;

STRATEGIES

ii. Attract the world's smartest people to Calgary

ACTIONS

1. Create an Alberta Endowed Chair and Ph.D. program for post-secondary educational institutions that will attract the world's top researchers to Calgary.

POTENTIAL KEY PARTNERS

University of Calgary, Province of Alberta

2. Create a Calgary Designer Laureate who would speak on, and advocate for, a creative and design ethos in Calgary.

ACAD, University of Calgary

TIMELINE

5 years

POTENTIAL METRICS

Funding for endowments; number of chairs; number of graduate students under research chairs; students enrolled at graduate level; Sponsored research revenue; Publications per capita; International education projects and contracts; Collaborative research with international colleagues;

2 years

International recognition of Calgary as a design centre

STRATEGIES

iii. Develop Canada's top innovation system

ACTIONS

1. Create the Calgary Innovation System, a system that fosters creativity and innovation across a range of sectors, creates risk tolerance and provides the ecosystem of business needs from concept and commercialization and beyond.

POTENTIAL KEY PARTNERS

Calgary Economic Development, Calgary Technologies Inc., University of Calgary, University Technologies International., Province of Alberta, Private sector

2. Create the Calgary Centre for Innovation, Design and Creativity that brings together cross-sectoral creative enterprises at various stages of development from various sectors to spark cooperation and collaboration and new economic activity.

Post Secondary Institutions, Calgary Economic Development, ACAD, Private sector

TIMELINE

5 years

POTENTIAL METRICS

International recognition of Calgary Innovation System; wholistic ecosystem developed; Sponsored research revenue; Publications per capita; International education projects and contracts; Collaborative research with international colleagues; Commercialization partnerships;

5 years

Patents; research funding; number of clients; Sponsored research revenue; Publications per capita; International education projects and contracts; Collaborative research with international colleagues; Commercialization partnerships;

goal 3 – a focus on international reach

OBJECTIVES

1. Promote the Calgary Brand and Identity

STRATEGIES

i. Awaken the world to Calgary

| ACTIONS | POTENTIAL KEY PARTNERS |
|--|---|
| 1. Promote, profile and increase awareness of Calgary's brand internationally, including through an international media and publications campaign. | Calgary Economic Development, Calgary Technologies Inc., Tourism Calgary, Calgary TELUS Convention Centre, City of Calgary, Private sector leaders, Business Associations |
| 2. Create and implement a TEAM CALGARY awareness trade mission campaign in key target markets. | Calgary Economic Development, Calgary Technologies Inc., Tourism Calgary, Calgary TELUS Convention Centre, City of Calgary, Private sector leaders, Business Associations |
| 3. Launch a Calgary Ambassador program for senior executives to promote Calgary in their business abroad. | Calgary Economic Development |
| 4. Undertake a campaign to make Calgary ranked the top North American city to do business by leading business publications such as Fortune and Fast Company magazines. | Calgary Economic Development, Calgary Technologies Inc. |

| TIMELINE | POTENTIAL METRICS |
|-----------|--|
| Immediate | Number of delegations; level of foreign investment; level of foreign awareness; international conferences hosted; awareness of Calgary brand in international surveys; |
| Immediate | Number of missions; number of contacts made; media coverage of missions; |
| Immediate | Number of ambassadors; number of presentations; level of response/inquiry from ambassador activity; |
| 5 years | Rank in magazines ranking global attractiveness of cities. |

OBJECTIVES

2. Diversify Tourism and Convention Activity

STRATEGIES

i. Grow Calgary's unique tourism opportunities

| ACTIONS | POTENTIAL KEY PARTNERS |
|---|--|
| 1. Diversify and develop the range of Calgary tourism product and become a top North American destination for culinary, sports, art and architecture, and western tourism through a Calgary tourism development strategy. | Tourism Calgary, Tourism Private sector, Calgary Stampede, Province of Alberta, Travel Alberta |

| TIMELINE | POTENTIAL METRICS |
|----------|---|
| 2 years | Tourism visitation by product; tourism expenditure by product; employment and business growth in tourism; |

STRATEGIES

ii. Provide critical tourism infrastructure

| ACTIONS | POTENTIAL KEY PARTNERS |
|---|---|
| 1. Establish Visitor Information and Welcome Centres at strategic gateway points into Calgary. | City of Calgary, Tourism Calgary, Travel Alberta |
| 2. Increase tourism signage throughout the city for local tourism attractions. | City of Calgary, Tourism Calgary, Tourism Private sector, Travel Alberta |
| 3. Expand Calgary's Centre City convention facilities through architecturally iconic development, and physically link the Calgary TELUS Convention Centre with the Calgary Stampede facilities through a covered skyway or mono-rail. | City of Calgary, Calgary TELUS Convention Centre, Calgary Stampede, Province of Alberta |
| 4. Attract an iconic 5-star/diamond hotel to Calgary. | Tourism Calgary |

| TIMELINE | POTENTIAL METRICS |
|-----------|---|
| 5 years | Existence of Visitor Information Centres |
| Immediate | Level and suitability of signage in Calgary for tourism attractions. |
| 10 years | Utilization of facility; presence of physical linkage; average size of show; number of shows attracted; |
| 10 years | Completion of 5 star/diamond hotel |

goal 3 – a focus on international reach

OBJECTIVES 3. Enhance International Business Development and Connections

STRATEGIES i. Grow Calgary's international trade capacity

| ACTIONS | POTENTIAL KEY PARTNERS |
|---|--|
| 1. Develop the Calgary International Trade and Business Centre, a destination for international trade and small businesses, offering business and trade specific programming. | Calgary Economic Development, Western Economic Diversification Canada, Province of Alberta, Business Link |
| 2. Develop strategies for Calgary in emerging global markets such as the BRIC nations, and operationalize through business and economic development services, including strategies and services to establish B2B relationships with companies in those countries. | Calgary Economic Development, Western Economic Diversification Canada, Department of Foreign Affairs and International Trade Canada, Province of Alberta, Trade Development Agencies, Private sector |
| 3. Establish bi-lateral agreements with target cities in China, India, Russia, Brazil and the Middle East with committees of locally based experts and proactively identify market opportunities. | City of Calgary, Calgary Economic Development, Private sector |
| 4. Establish direct air connections to all major energy and financial centres in the world. | Calgary Economic Development, Calgary Airport Authority, Government of Canada |

STRATEGIES ii. Enable Calgary business to meet the world

| ACTIONS | POTENTIAL KEY PARTNERS |
|---|--|
| 1. Create and implement a plan to increase the presence of international trade and investment offices, consulates and foreign officials in Calgary including procurement of their residences. | City of Calgary, Calgary Economic Development, Province of Alberta, Government of Canada |
| 2. Establish Calgary trade and investment offices in key international markets. | Calgary Economic Development, Province of Alberta, Government of Canada, Private sector |

| TIMELINE | POTENTIAL METRICS |
|----------|---|
| 2 years | Number of programs offered; business enrolment in programs; number of new trade relationships established; export activity; import activity; |
| 5 years | Existence of strategies; dollar volume or percentage change in investment and trade with BRIC countries and companies within; number of companies doing business in BRIC nations; |
| 10 years | Existence of agreements; dollar volume or percentage change in investment and trade with bi-lateral cities and companies within; number of companies doing business in bi-lateral cities; |
| 5 years | Existence of routes; number of travellers from key centres; percentage of major energy and financial centres covered through direct air service; |

| TIMELINE | POTENTIAL METRICS |
|----------|--|
| 5 years | Number of consulates and individuals in Calgary; trade development activity; level of investment activity with consular countries; |
| 10 years | Trade and Investment offices in key markets |



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