

2025

Annual
Progress
Report



uplook AN ACTION
PLAN FOR
OUR ECONOMY

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Land

Acknowledgment

The Blue Sky City inspires, connects and calls for a deeper understanding of our past and our future.

As we come together to share a new collective story of Calgary, we pay respect to the people of the Treaty 7 region in southern Alberta, who are original creators in our community.

We acknowledge that we gather in the home of the Blackfoot Confederacy, comprising the Siksika, Kainai and Piikani Nations. The îethka Nakoda, comprising the Bearspaw, Chiniki and Goodstoney Nations, and the Tsuut'ina Nation.

Calgary is also homeland to the historic Northwest Métis and to the Otipemisiwak Métis Government, Nose Hill Métis District 5 and Elbow Métis District 6.

We acknowledge all Indigenous People who have made Calgary their home.

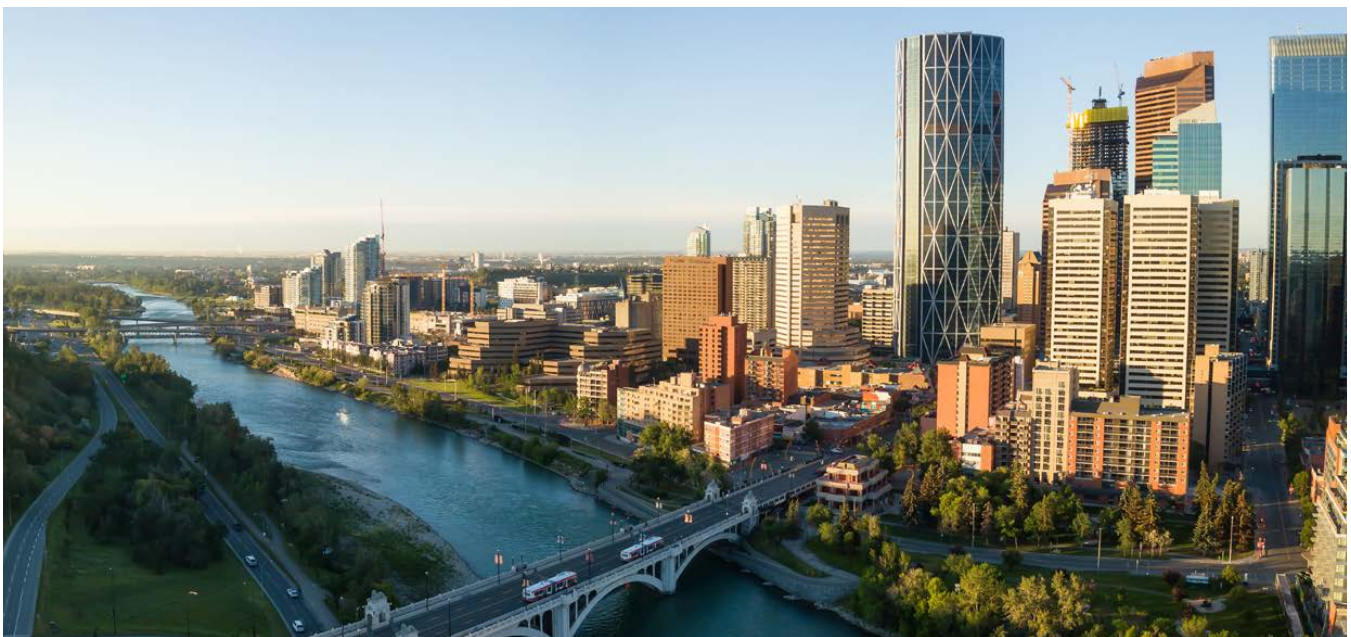
Under the blue hues of promising skies, our new story is built on fostering a better relationship with First Peoples and taking pride in a place of real possibilities.



Thank You to Our Partners

Uplook: An Action Plan for our Economy is Calgary's economic strategy — crafted collaboratively by and for our community. At Calgary Economic Development, our mission is to ensure this strategy remains resilient and relevant, both now and into the future. We coordinate with our community partners to achieve the strategy's vision and priorities, and report annually on our collective progress.

This report is made possible through the support of various community partners, including both publicly available data and specific contributions from community partners. The following partners have collaborated directly with Calgary Economic Development, providing valuable insights, metrics, data and stories for this year's report:



A Message from

The Uplook Advisory Board

Welcome to this year's report on the progress we made towards Calgary's economic action plan, Uplook, in 2024. As the newly formed Advisory Board for *Uplook: An Action Plan for Our Economy*, we're excited to share this year's progress — and what a year it was. A year in which we took control of our narrative — launching Calgary's civic brand as the Blue Sky City platform—and made significant progress on our key economic drivers.

Calgary is proud to be one of a handful of cities in the world with its own economic strategy. Uplook is more than just a plan; it's a living strategy for our entire community to rally around, to chart our path forward. It's a reflection of the bold steps we're taking to build a city that's future-focused and resilient in the near-term and the long-term.

As an Advisory Board, we are community champions of Uplook. We meet regularly to provide guidance and direction on Uplook and share perspectives from our respective communities to ensure there are community voices in everything we do around Uplook. A highlight from 2024 was participating in a Strategic Foresight workshop, where we used different possible future scenarios to identify risks and opportunities across the five drivers of Uplook. This session allowed us to understand where we might need to focus efforts to achieve the future outcomes we want for Calgary.

From providing students with essential work experience with local businesses through initiatives

like TalentED YYC to public-private partnerships like Calgary's 5G Discovery Zone, Calgary is proving we're a city where ambition meets action. We're creating spaces where businesses can thrive, ideas can grow, and people — from all walks of life — can realize limitless opportunities.

In light of the economic uncertainty we all face in 2025, we are reminded that Blue Sky City isn't just a brand for Calgary; it's who we are as a community. It's about more than those open skies and sunny days that keep us looking up. It's about thinking big, staying optimistic, and always pushing forward without leaving anyone behind. It's about being open to ideas, opportunities and welcoming everyone who calls Calgary home. And that's exactly what this year's report celebrates.

This year's progress didn't happen by accident. It's driven by partnerships, hard work and a shared belief in what's possible.

So, here's to Calgary — a city that looks up, dreams big, and makes it all happen under those endless blue skies. This report is your guide to how far we've come, and how you can contribute to a bright shared future. Together, let's keep the momentum going.

Sincerely,

The Advisory Board,
Uplook: An Action Plan for Our Economy

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Calgary Economic Development

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Executive Summary

In 2024, Calgary continued to advance the priorities laid out in *Uplook: An Action Plan for Our Economy* with a focus on our five economic drivers: Talent, Livability, Business Environment, Innovation and Brand. Uplook goes beyond traditional economic indicators by evaluating the health of Calgary's economy holistically, considering its impact on the businesses that operate here and the people who call Calgary home. By taking an integrated approach, the strategy helps Calgary navigate opportunities and challenges while fostering resilience, innovation, and inclusivity.

This work is not done in isolation, as community building and economic development are a team sport. Civic organizations, community groups, small business and large enterprises in Calgary all play an important role in advancing *Uplook's* vision. By collaborating across sectors and leveraging diverse perspectives we shape a stronger economic future for Calgary.

Principles of Equity, Diversity, Inclusion and Accessibility (EDIA) are integrated throughout *Uplook* with examples highlighted throughout the report. This integrated approach ensures all the initiatives contribute to building a more inclusive and equitable community, driving sustainable growth and prosperity for all Calgarians, today and tomorrow.



Talent

Significant population growth is testament to Calgary's appeal to people looking to build a career and a life. The city continued to attract skilled workers through targeted campaigns, while a need for initiatives to support newcomer economic integration persists. Skills development programs, such as TalentED YYC, enhanced employability and drove economic growth. TalentED YYC connected students with employers by creating over 2,900 work-integrated learning opportunities and significantly contributed to Alberta's GDP during its pilot phase.



Livability

Enhancing livability continues to be an area of focus to develop inclusive communities and year-round experiences in the city. However, affordability challenges persisted. The disparity between the living wage and minimum wage highlights the need for continued attention through initiatives like affordable housing programs and equitable wage policies. Perceptions research showed leaders and talent from other markets continued to view Calgary as a great place to live. Significant arts and culture investments in 2024 included Scotia Place, Arts Commons, Olympic Plaza, and the BMO Centre expansion, enriching Calgary's downtown vibrancy.



Business Environment

Investors and participants of Calgary's business environment recognize the vibrancy and diversity of economic activity as the city's advantages. Growth in direct flights and air cargo volumes strengthened Calgary's position as a business and trade destination. The city continued to hold the highest number of head offices per capita in Canada, showcasing Calgary as the city of decision makers and commerce. Stable business perceptions and increased belief in Calgary's diverse economy enhanced its appeal. A new regional initiative uniting eight municipalities is expected to position the Calgary Metropolitan Region as a top destination for investment and growth, highlighting the unique possibilities for collaboration and innovation.



Innovation

Calgary's innovation scene has seen significant growth. The number of startups continued to grow and venture capital investments remained strong, demonstrating investor confidence in the city's tech sector. The Opportunity Calgary Investment Fund (OCIF) has generated nearly \$800 million in economic activity and supported over 875 companies. Major initiatives in 2024 included scholarships, work-integrated learning opportunities, and investments in the aerospace and construction ecosystems.



Brand

After research and engagement found that Calgary's former brand didn't resonate with Calgarians, Calgary's new civic brand, as the Blue Sky City, was launched to authentically reflect Calgary's identity as a place of innovation, diversity and opportunity. Organizations like Tourism Calgary, Sport Calgary and Calgary Arts Development (CADA) have already adopted the new identity, showcasing the city as a place of unexpected possibilities and a place of confluence. Annual perceptions studies showed stable favourable impressions of Calgary, with perceptions expected to improve as awareness and recognition of the Blue Sky City brand increases.



Truth & Reconciliation

While there is still much work to be done, Calgary is making progress honouring the Indigenous voices and contributions through programs like the Indigenous Procurement Program at The City of Calgary and ongoing research into the economic contributions of Indigenous communities. These efforts have led to some advancements in Truth and Reconciliation, yet metrics show that areas such as Indigenous leadership within organizations remains low, which highlights the need for continued efforts to address systemic barriers and promote inclusivity. Collaboration between businesses, governments and wider communities is essential to advance Indigenous Economic Reconciliation and build a more equitable future.

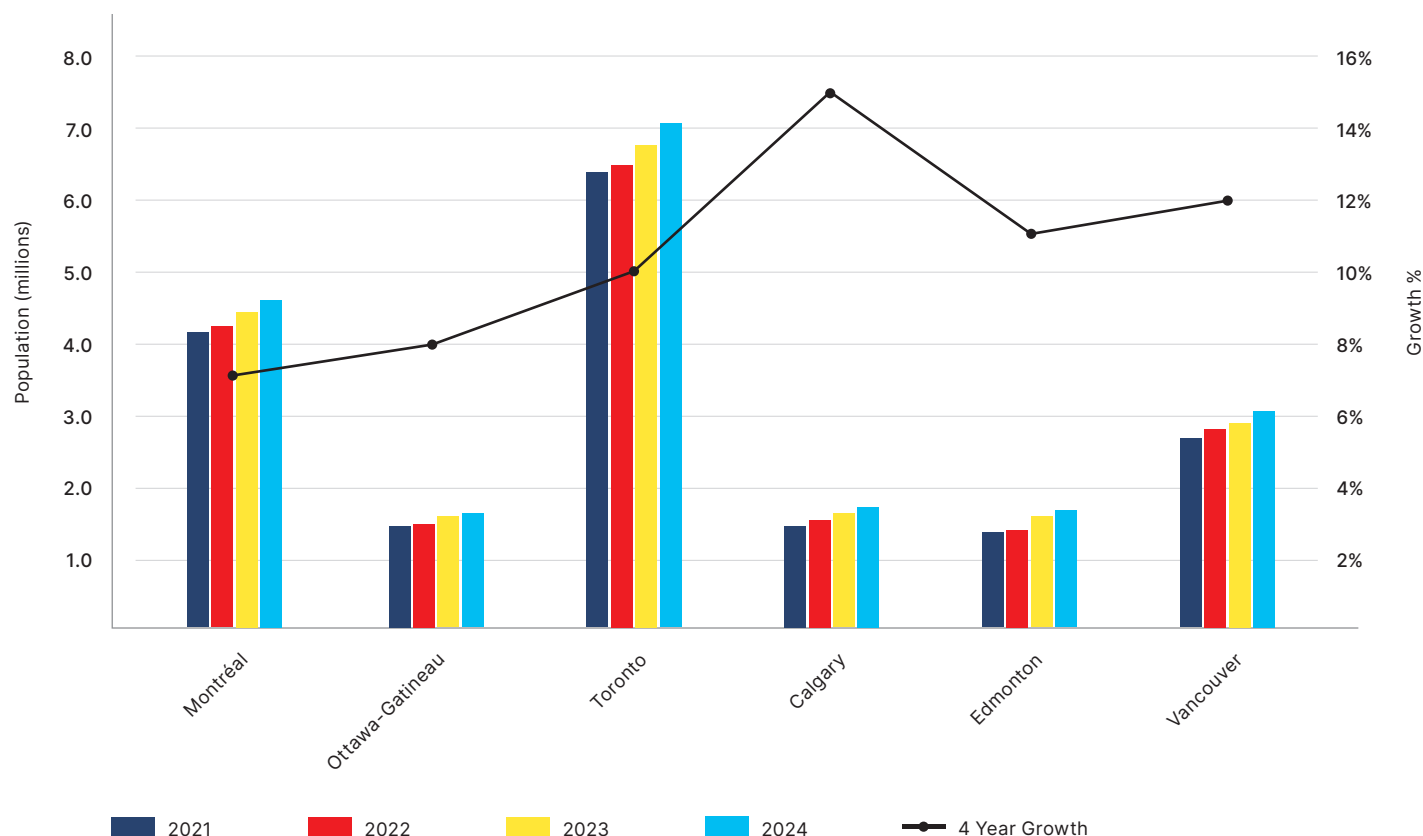
2024 at a glance

Economic Landscape

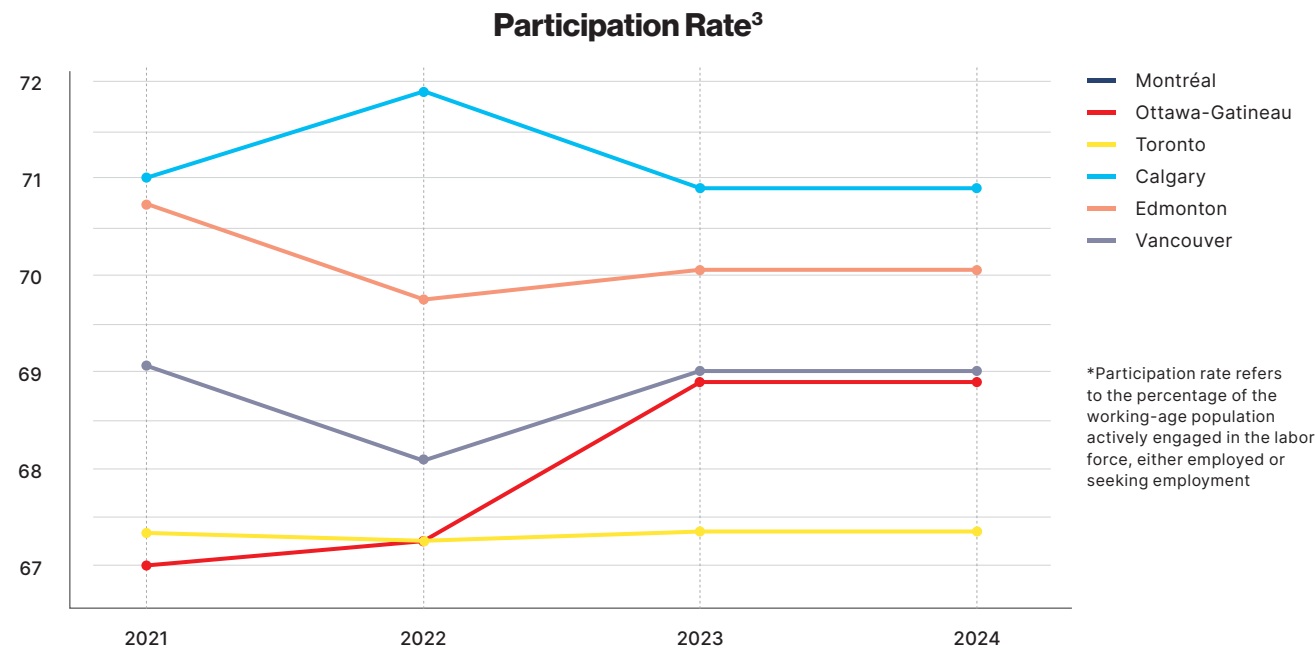
In 2024, Calgary's economy mirrored both national and global economic trends. Despite facing shared challenges such as inflation, a fluctuating labour market and rising housing costs, Calgary performed better than its national peers and demonstrated resilience bolstered by economic diversification and strong population growth.

Canada's average inflation in 2024 was 2.4 per cent¹. In response, the Bank of Canada initiated an interest rate easing cycle to balance the risks of runaway inflation and economic stagnation. Calgary, along with other cities, faced rising housing costs and a growing demand for affordable housing due to population growth. Despite challenges, Calgary's housing market is primed for innovative and sustainable solutions. Key initiatives aimed to streamline approvals, diversify housing options and included grants for energy efficiency and accessibility improvements. An example of this was the Cornerstone project, part of the Downtown Office-to-Residential program.

Population estimates for major Canadian cities²



The labour market in Calgary remained robust, with a labour force participation rate of 71.2 per cent, reflecting strong workforce engagement compared to the rest of Canada. However, the city faced an unemployment rate of 7.2 per cent, highlighting ongoing challenges in job availability and economic stability due to population growth. High-value sectors such as energy, technology, manufacturing and professional services continued to drive employment opportunities. Despite the economy experiencing significant wage growth nationally, this contributed to persistent inflation and increasing living costs, which intensified concerns about affordability. As a result, there have been calls for targeted policies to enhance affordability and improve the quality of life for residents of Calgary.



Economic growth across sectors presented a complex picture. Calgary’s GDP growth was one of the strongest among major Canadian cities from 2021 to 2024, ranking second behind Vancouver, supported by diversification into emerging industries such as technology, film and renewable energy. Energy production — both traditional and renewable — remained the primary driver of economic growth in Alberta, as the sector responded to global changes in demand for sustainable energy sources. The province experienced consistent growth in oil demand and production in 2024, driven by the Trans Mountain Expansion (TMX) pipeline coming online.

GDP—All Industries, Basic prices (millions)⁴

| CITY | 2021 | 2022 | 2023 | 2024 | GDP GROWTH (4-YEAR) | PERCENTAGE OF NATIONAL GDP |
|-----------|---------|---------|---------|---------|---------------------|----------------------------|
| Calgary | 121,261 | 125,281 | 125,799 | 128,782 | 6.20% | 6% |
| Edmonton | 99,746 | 102,460 | 103,403 | 105,119 | 5.39% | 5% |
| Vancouver | 171,291 | 177,136 | 180,219 | 183,500 | 7.13% | 8% |
| Ottawa | 90,767 | 92,783 | 94,022 | 95,698 | 5.43% | 4% |
| Toronto | 424,810 | 431,903 | 437,105 | 446,220 | 5.04% | 20% |
| Montréal | 236,210 | 239,989 | 240,171 | 243,466 | 3.07% | 11% |

Talent

Home to bright minds with big ideas

Priorities

Be a welcoming city where everyone can grow their careers.

01

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

02

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

03

Measuring progress

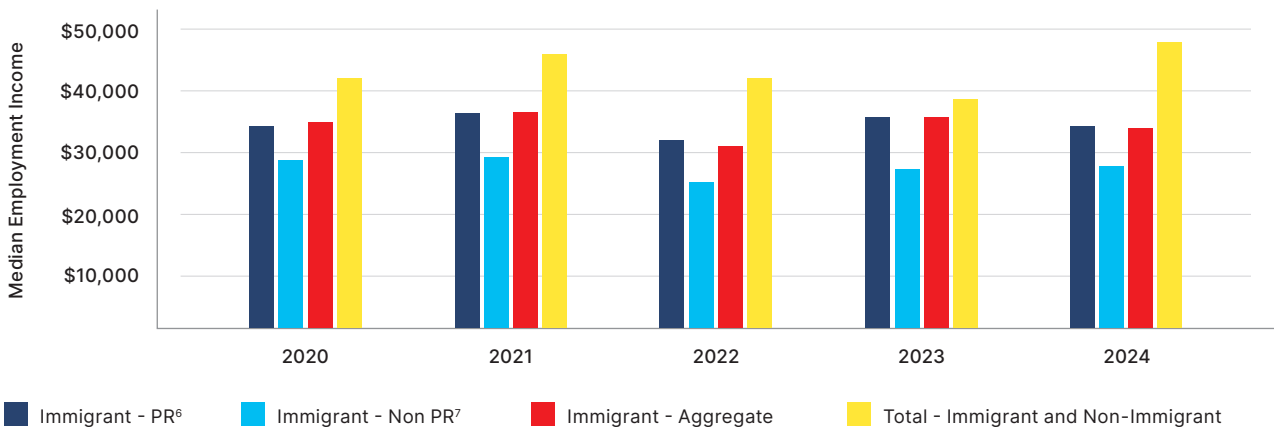
Having access to the right talent is important to Calgary’s economic prosperity, shaping workforce capabilities and driving innovation across industries. Skilled workers fuel key sectors, ensuring that the industries remain competitive and adapt to evolving market demands. By tracking trends in technology, AI, automation and talent mobility — while investing in skills development and targeted recruitment — Calgary is building a strong workforce to drive key sectors and sustain growth.

Economic inclusion of newcomers EDIA

Comparing immigrant median income to the overall median helps accurately assess economic inclusion and participation of newcomers. This comparison can identify potential gaps in income equality, access to opportunities and overall economic contribution.

The data shows progress yet highlights a persistent earnings gap between immigrant and non-immigrant workers. This gap can be influenced by many factors including recognition of foreign credentials, limited professional networks, language barriers and systemic biases in hiring processes. While overall income growth indicates a strengthening economy and improving opportunities for all workers, this disparity highlights the need for targeted initiatives to support economic integration and ensure equitable opportunities for newcomers. Addressing this gap will enhance Calgary’s appeal to skilled immigrants.

Economic integration (income-based measure) of immigrants⁵

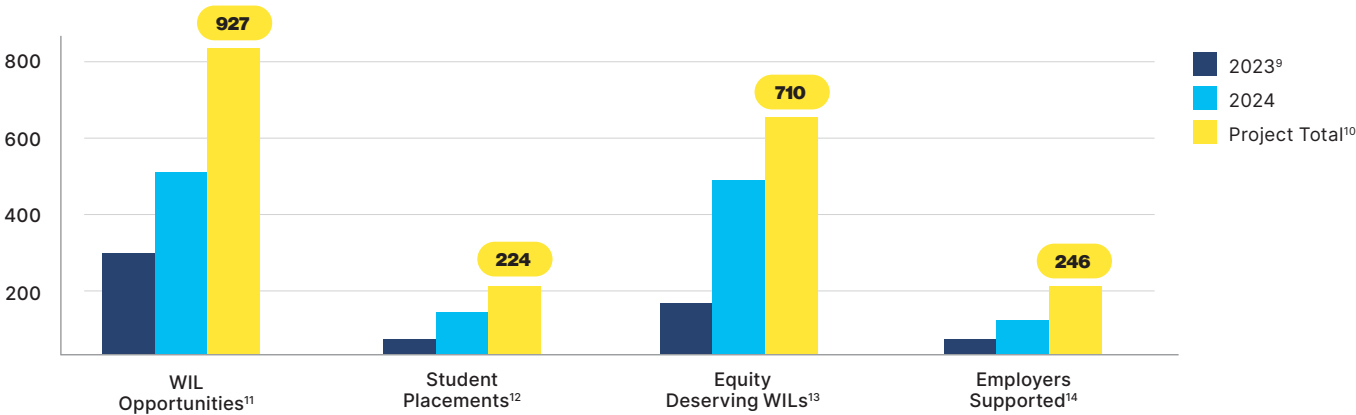


Skills development programs

Skills development programs, like work-integrated learning, provide talent with non-traditional learning opportunities to develop essential skills in real-world settings. These programs bridge the gap between academic knowledge and practical experience, making participants more employable and adaptable in a rapidly changing job market. By tracking participation rates and outcomes, we can assess the effectiveness of these programs in preparing a skilled and ready workforce.

The increase in participation signifies a growing recognition of the value these programs bring, which in turn fosters economic growth, innovation, and social mobility within the community.

Enrollment in traditional work-integrated learning (WIL) offerings through TalentED YYC⁸

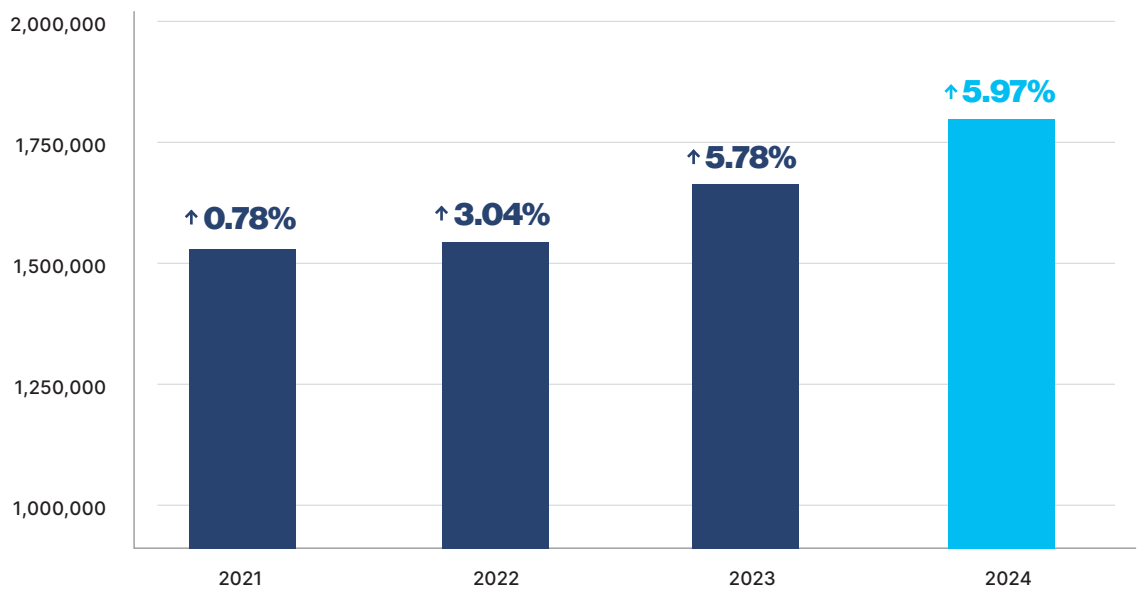


Population growth

Measuring population growth is essential for understanding demographics, planning services and ensuring the city can effectively support and attract a diverse workforce.

Calgary’s significant population is a testament to its appeal as a place to live and work. The arrival of new residents fosters a dynamic and diverse community, which in turn drives innovation and economic prosperity. This continued growth strengthens Calgary’s talent pool, supports learning opportunities and bolsters Calgary’s role as a centre for innovation, business activity and economic growth.

Population growth (percent increase from previous year)¹⁵



Case Study

Bridging education and industry: TalentED YYC

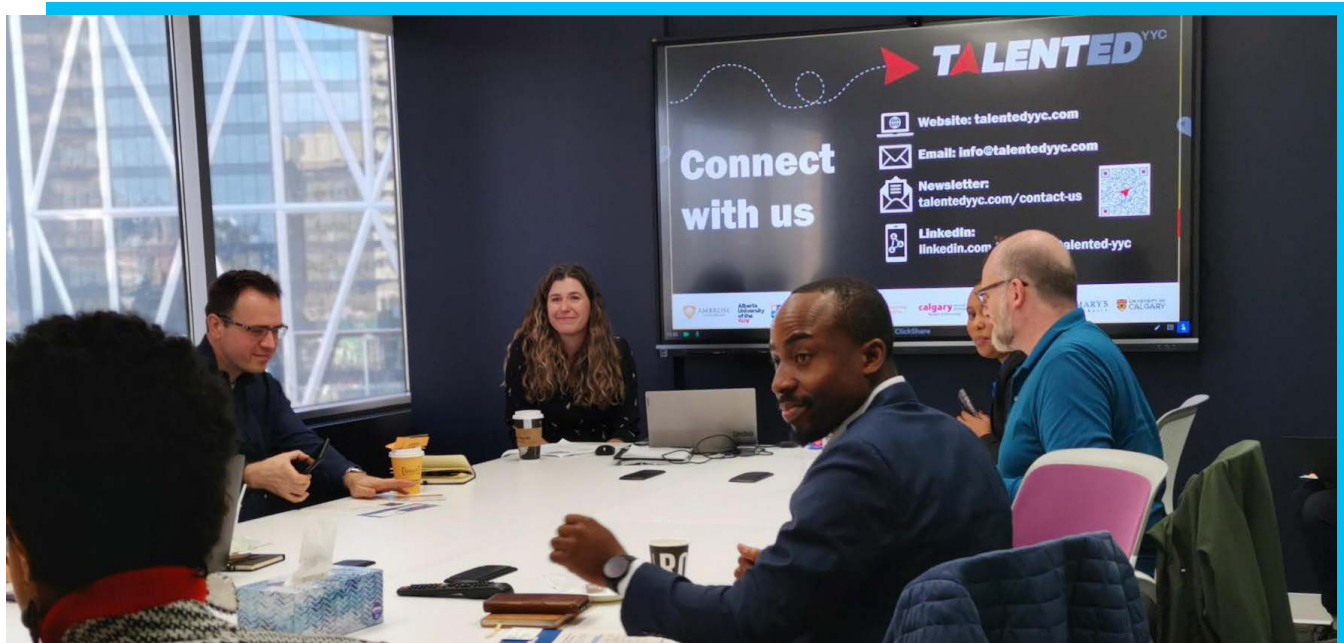
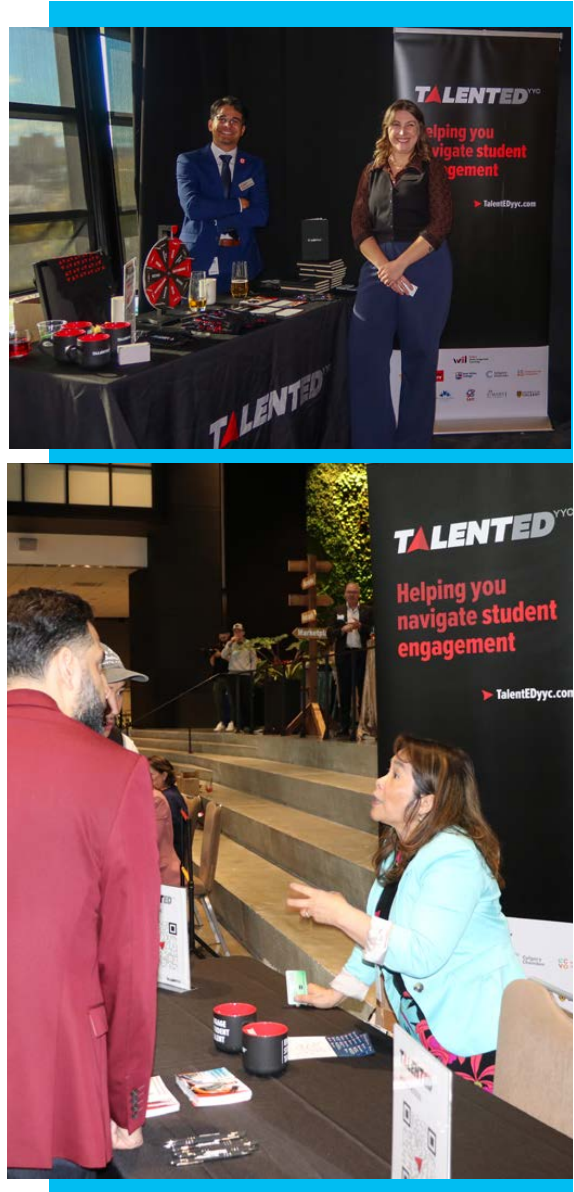
Launched in 2023, TalentED YYC streamlined the process for employers to offer work-integrated learning opportunities — such as internships, practicums and classroom projects — to post-secondary students in Calgary. This free service helped organizations access funding, create opportunities and find student talent to help their businesses thrive.

Championed by Calgary Economic Development and connected to all seven post-secondary institutions in Calgary, TalentED YYC was supported by the Calgary Chamber of Commerce and the Nonprofit Chamber. It was a locally developed solution that made a positive impact.

In under two years, TalentED YYC generated over 2,900 opportunities for Calgary students and established connections with over 1,300 local employers. Notably, more than 45 per cent of the work-integrated learning opportunities created were for equity deserving students. Between February 2023 and December 2024, TalentED YYC is estimated to have contributed up to \$14 million to Alberta's GDP.

The benefits of work-integrated learning are clear. Expanding the opportunities available during a student's education helps retain talent in Calgary post-graduation and provides significant advantages for local businesses. Work-integrated learning positions can fill skills gaps on small teams, bring fresh perspectives and serve as a pipeline for future talent.

The pilot project concluded in March 2025.



Skills development programs: Building pathways to success

Investing in skills development programs is essential to strengthening Calgary's talent pool and driving long-term economic growth. These initiatives provide future-focused learning opportunities, support economic inclusion and provide real-world experiences. By creating adaptable pathways for Calgarians these programs are empowering individuals to thrive in a rapidly evolving job market. Highlights from 2024 include:



LearningCITY is a volunteer-driven initiative focused on scaling innovation in skills development through collaboration among learners, educators and employers. In 2024, the eight-month Open Learning Lab pilot hosted 41 community partner events with 3,800 attendees, showcasing the importance of system-level learning to prepare Calgarians for a rapidly changing workforce and drive economic growth.



SkillUp is a 20-week training program focused on equipping newcomers in Calgary and Edmonton with the skills to enter in-demand trades like construction and mechanical insulation. In 2024, 80 newcomers participated — and 90 per cent found employment within six months. By filling critical labour gaps and lowering hiring costs for employers, the program contributes to workforce development, economic inclusion and Calgary's overall economic growth.



Backed by a \$256,000 investment by the Opportunity Calgary Investment Fund (OCIF), TKS offers a 10-month skills accelerator program for 80 Calgary high school students, focusing on emerging technologies, real-world problem-solving and mentorship. With 70 per cent of students receiving tuition support and Calgary now home to TKS's global HQ, the program is building a new generation of innovators, entrepreneurs and leaders. This initiative strengthens youth skill development, enhances talent retention and solidifies Calgary's reputation as a global hub for innovation and economic growth.



With \$862,500 in OCIF support, this initiative is creating 250 work-integrated learning opportunities in Calgary's tech sector, with over 80 per cent of placements in small and medium-sized enterprises. By prioritizing underrepresented groups and emphasizing hands-on experience in areas like AI and cybersecurity, the program bolsters Calgary's talent pipeline, supports industry growth and drives economic diversification.



Credit: LearningCity



Credit: Centre for Newcomers SkillUp

Livability

The best place to build a life

Priorities

Build a city with a net zero economy.

01

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

02

Build vibrant, healthy and accessible communities.

03

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

04

Measuring progress

Calgary is North America's most livable city and ranks fifth place worldwide¹⁶. Even so, ongoing efforts are essential to sustain and enhance key aspects of our city's livability.

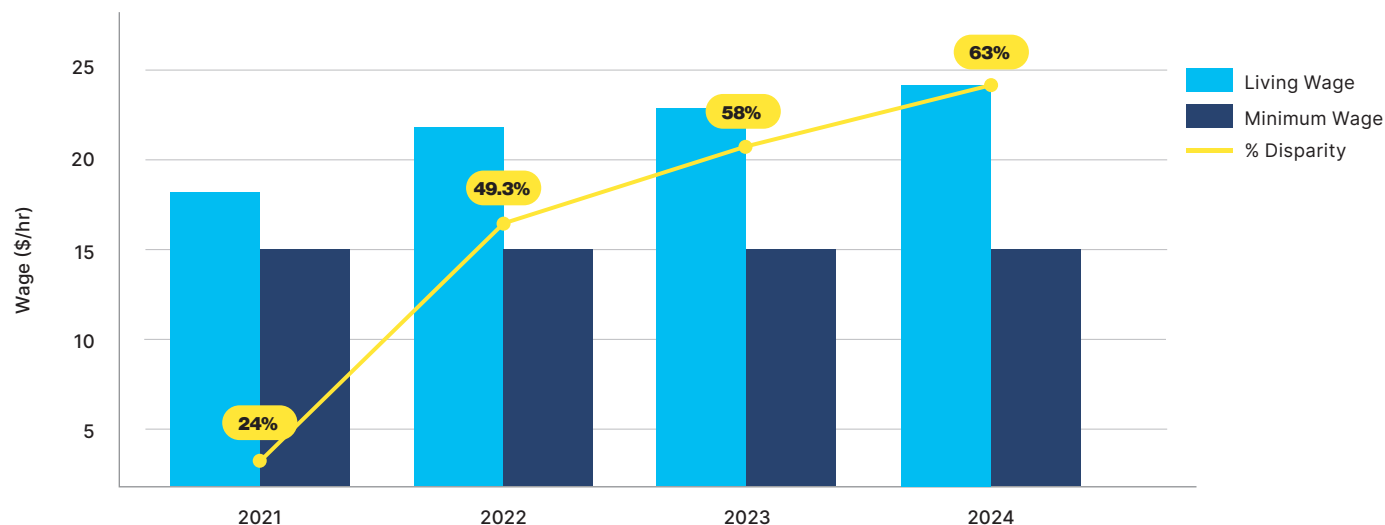
Affordability and living wage

EDIA

Affordability — measured by the difference between income and cost of living — is a key aspect of livability. In Alberta, the minimum wage remains \$15 per hour¹⁷, while the rising cost of living has widened the gap between minimum wage and a livable income.

In 2024, the living wage increased by 3.2 per cent from 2023 to \$24.45 per hour — 63 per cent higher than the minimum wage. This growing disparity increases financial stress, deepens social inequalities and limits economic mobility for Calgarians and their families.

Living Wage vs Minimum Wage (2021 - 2024)¹⁸

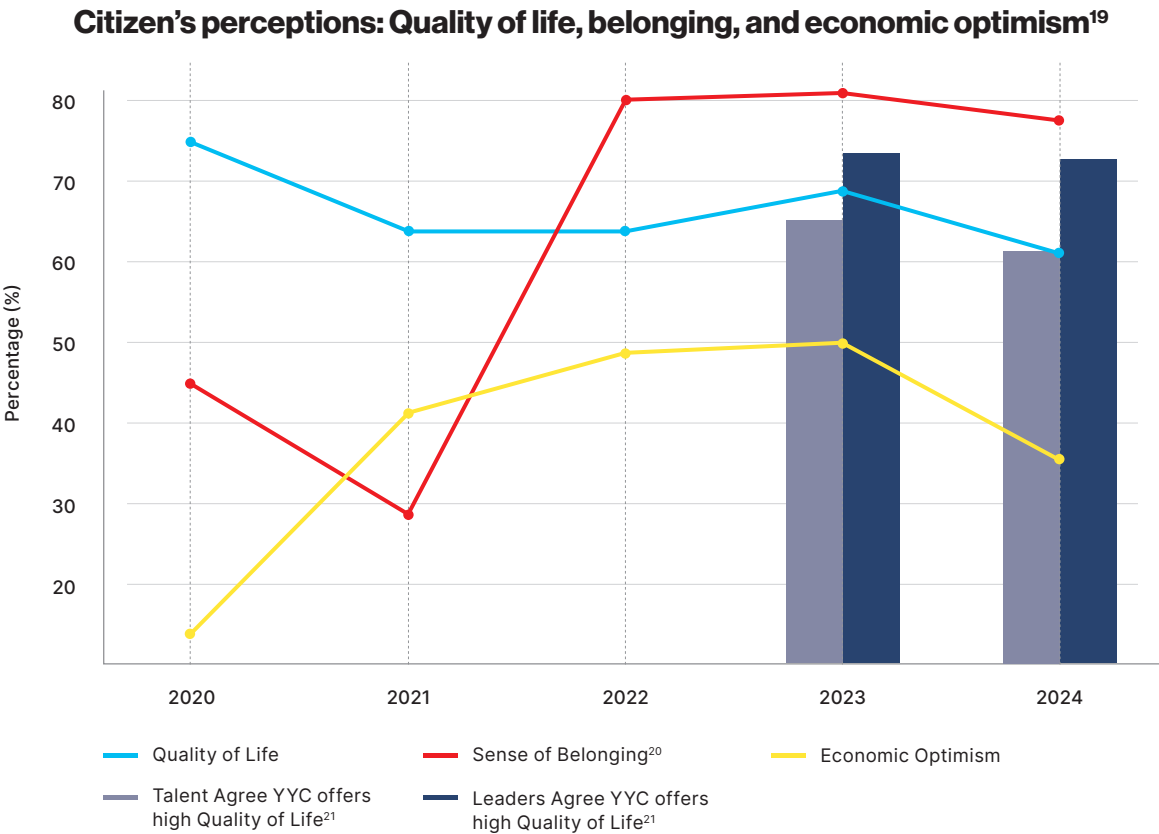


A living wage is the hourly rate required for an individual or family to cover their basic needs such as housing, food, childcare, transportation and other essentials. It ensures more than just survival; it supports a modest quality of life, enables participation in the community. It is calculated using the Canadian Living Wage Framework and the Ontario Living Wage Network, based on a weighted average of three different household types.

Quality of life

Understanding residents’ perceptions of quality of life and belonging is key to understanding their experiences and connection to their community. A strong sense of belonging and high quality of life drives local engagement, support of local businesses and contributes to Calgary’s vibrancy and economic resilience.

However, affordability challenges are fuelling anxiety among Calgarians. The Calgary Foundation’s Quality of Life report found economic optimism dropped from 50 per cent to 35 per cent in 2024, reflecting a decline in quality-of-life perceptions. Despite this, perceptions data show that leaders and talent from key national and international markets continue to see Calgary as an attractive place to live and work.



Case Study

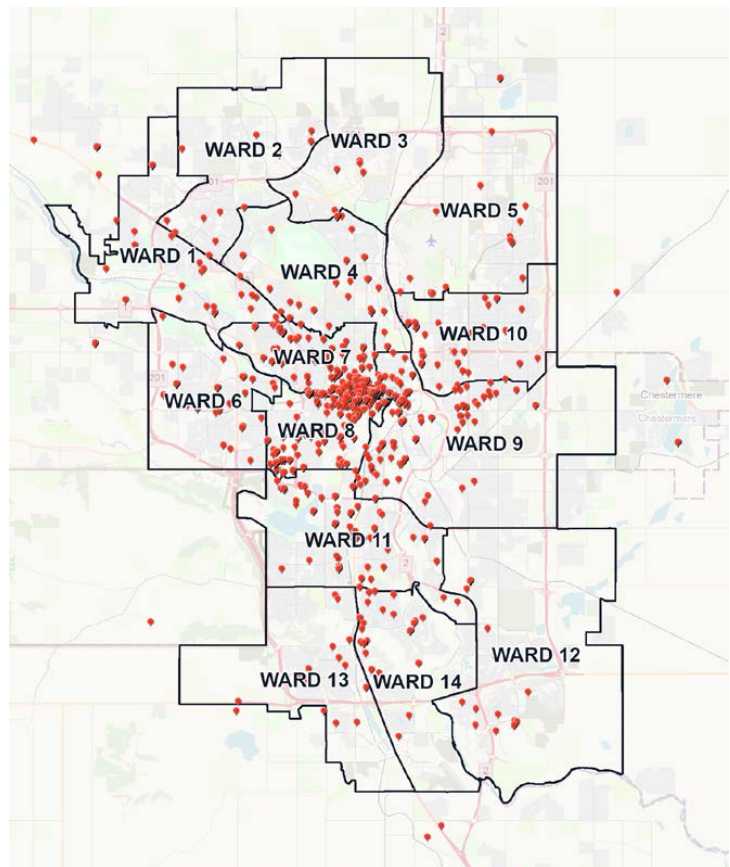
Building belonging: Year-round arts experiences in Calgary²²

Calgary Arts Development (CADA) plays a vital role in empowering Calgarians to lead a creative life, which contributes to building vibrant communities and supporting diverse voices. In 2023, organizations who received operating funding from CADA produced over 37,000 events, delivering arts programming in every ward in the city, every month of the year. Through these events, over 800 full-time staff members were able to call Calgary home and 12,000 opportunities for artists were created.

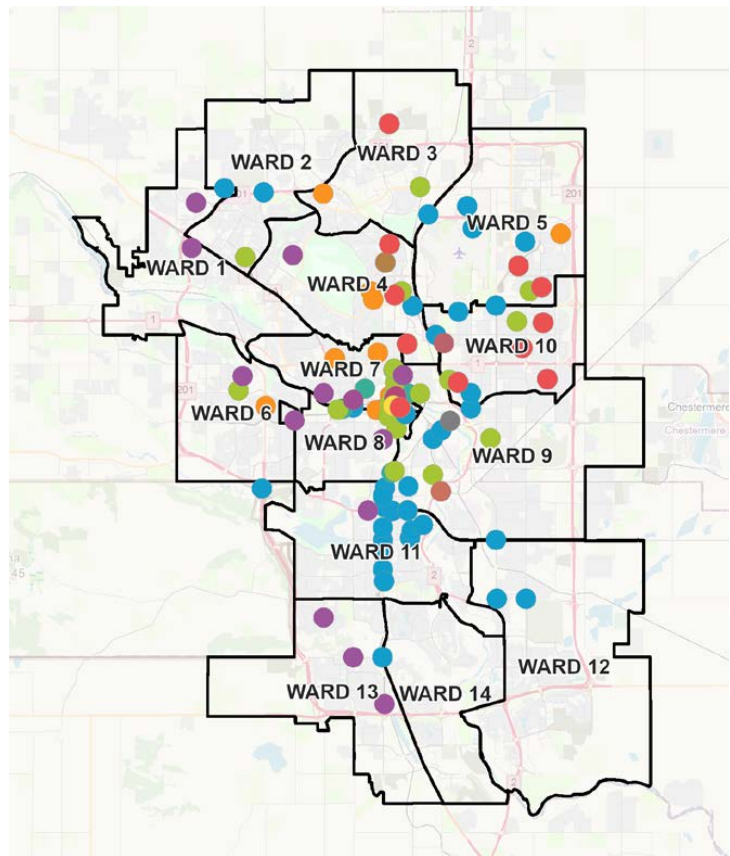
Ninety per cent of Calgarians enjoy Calgary's public art²³, recognizing the role it plays in supporting the local arts community and enhancing everyday spaces. Public art fosters a sense of community, boosts local economies, and contributes to the cultural identity of the city. In 2023, over 63 neighborhoods benefited from new public art initiatives.

Furthermore, 92 per cent of Calgarians believe access to arts education experiences makes the city a better place to live²⁴ and over 17,000 educational activities for both youth and adults exist across the city.

Investing in local artists, arts organizations and accessible experiences throughout Calgary is essential for promoting livability and fostering healthy, vibrant communities. The community's strong belief in the importance of arts and culture scene, supported by 72 per cent of Calgarians²⁵, highlights the significance of these investments for the city's future.



This map shows the locations where in-person arts programming produced by funded organizations took place in 2023. The number of activities at each location varies.



This map shows the locations of current CADA supported public art projects.

Entertainment and culture: Amenities for everyone

Investing in entertainment and culture amenities is essential to Calgary's growth. These investments not only attract visitors and locals, driving economic activity through spending on events, dining and other related activities, but also enrich the city's cultural landscape and quality of life. By creating vibrant spaces for social interaction and community engagement, these spaces help foster a more dynamic and connected city. Highlights from 2024 include:

- **Scotia Place** broke ground in July 2024. Influenced by Indigenous voices, it reflects Calgary and Alberta's natural environment while focusing on accessibility, climate action and visitor experience to create a dynamic hub for all Calgarians. Supporting infrastructure includes the 6 Street S.E. underpass, connecting 9 Avenue to 12 Avenue S.E., and public realm investments.
- The **BMO Centre** expansion opened as Western Canada's largest convention centre.
- Early site preparation and pre-construction work got underway for the new **Stephen Avenue**.
- **8th Street S.W.** is being transformed into a vibrant urban destination and community connector, as a direct north-south link between the Beltline and downtown Calgary. The revitalized street will feature more spaces for pedestrians and active mode users with new trees, planters and public seating.
- Expansion and modernization of **Arts Commons** and redesign of **Olympic Plaza** aim to create an inclusive, accessible arts-focused gathering space. The 170,000 square foot Arts Commons Transformation Expansion started construction, while the Arts Commons Transformation Modernization and Olympic Plaza Transformation were in design.
- The **Eau Claire Plaza** Redevelopment project got underway and will be a premier public event space, supporting social and cultural gatherings at all scales throughout the year.
- The **Chinatown BIA** activated the community through events including the Chinatown Street Festival, an expanded Lantern Festival and public art works like the Qing Ming Festival mural by local artists Rawry and Pohly.
- The **Calgary Stampede** welcomed 1.48 million attendees, setting new revenue records and reinforcing Calgary's status as a premier destination for tourism and entertainment.



Aerial view of Eau Claire Plaza under construction.



Exterior nighttime rendering of the Arts Commons Transformation expansion.

Photo credit:
Courtesy of CMLC

Business Environment

Top location for business

Priorities

01
Build a globally and digitally connected city.

02
Be a place where businesses are encouraged to test and use technology and data to start, grow and thrive.

03
Champion efficient and effective policies support business practices.

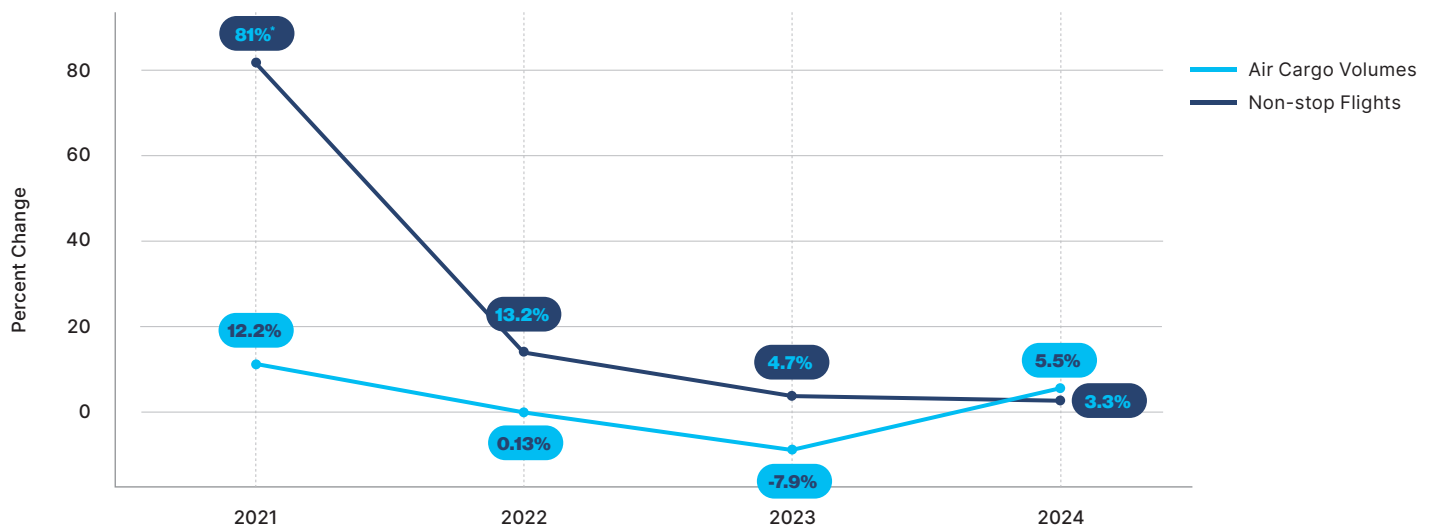
Measuring progress

Business environment refers to both the ease of conducting business and the amount of business activity in Calgary. Factors such as regulatory efficiency, policy changes and infrastructure investments play a key role in supporting business growth in the city.

Connectivity

Tracking the number of direct flights and air cargo volumes offers valuable insight into Calgary's accessibility and market reach. Since 2021, direct flights have increased by 22 per cent, demonstrating steady growth and reinforcing the city's expanding global accessibility for business. While air cargo volumes saw a dip in 2023 following a post-pandemic surge in flights, 2024 saw unexpected growth driven by e-commerce demand. These trends highlight Calgary's role as a trade and commerce hub, with opportunities to address barriers and drive future growth.

Physical connectivity, percent year over year change

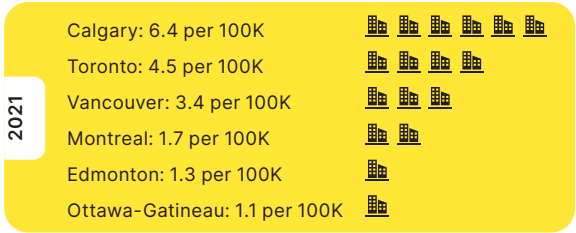
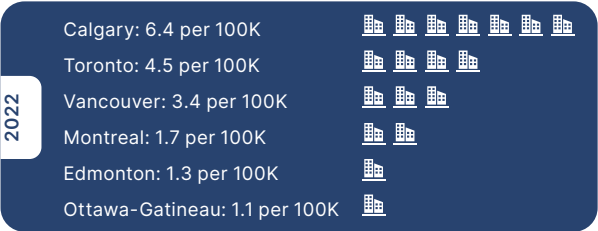


*Large increase from 2020 to 2021 in non-stop flights was due to recovery from COVID related restrictions that impacted air travel in 2020.

Head offices

Tracking the concentration of head offices in Calgary highlights the commitment top companies make when choosing to establish and grow their company here, reinforcing Calgary’s status as a hub for decision-makers. For the last three years, Calgary has had the highest number of head offices per capita in Canada.

Number of headquarters per capita²⁶

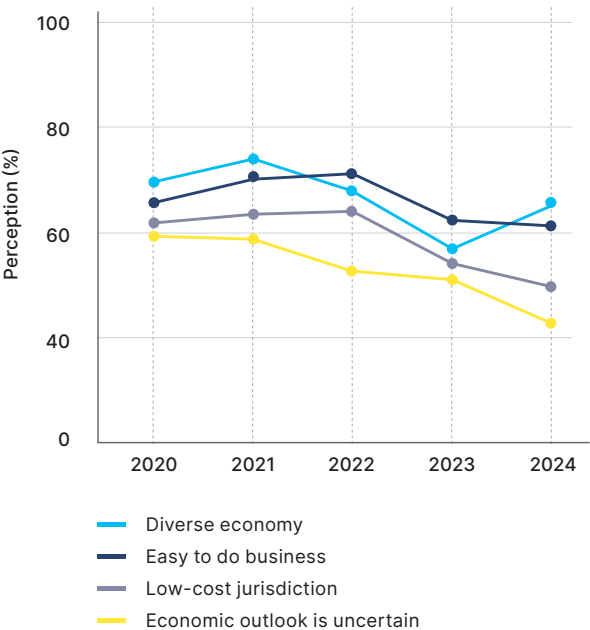


Business perceptions

Understanding how leaders in key national and international markets perceive Calgary as a business destination is key to understanding the factors we can influence to attract, expand and retain businesses. These perceptions shape Calgary’s reputation and influence investment decisions.

Recent perceptions data shows stable results with some fluctuations in sentiment. Notably, perceptions of Calgary’s economic diversity have improved, and there is a reduced concern about economic uncertainty. These shifts reinforce Calgary’s reputation as a strong and business-friendly environment.

External perceptions²⁷



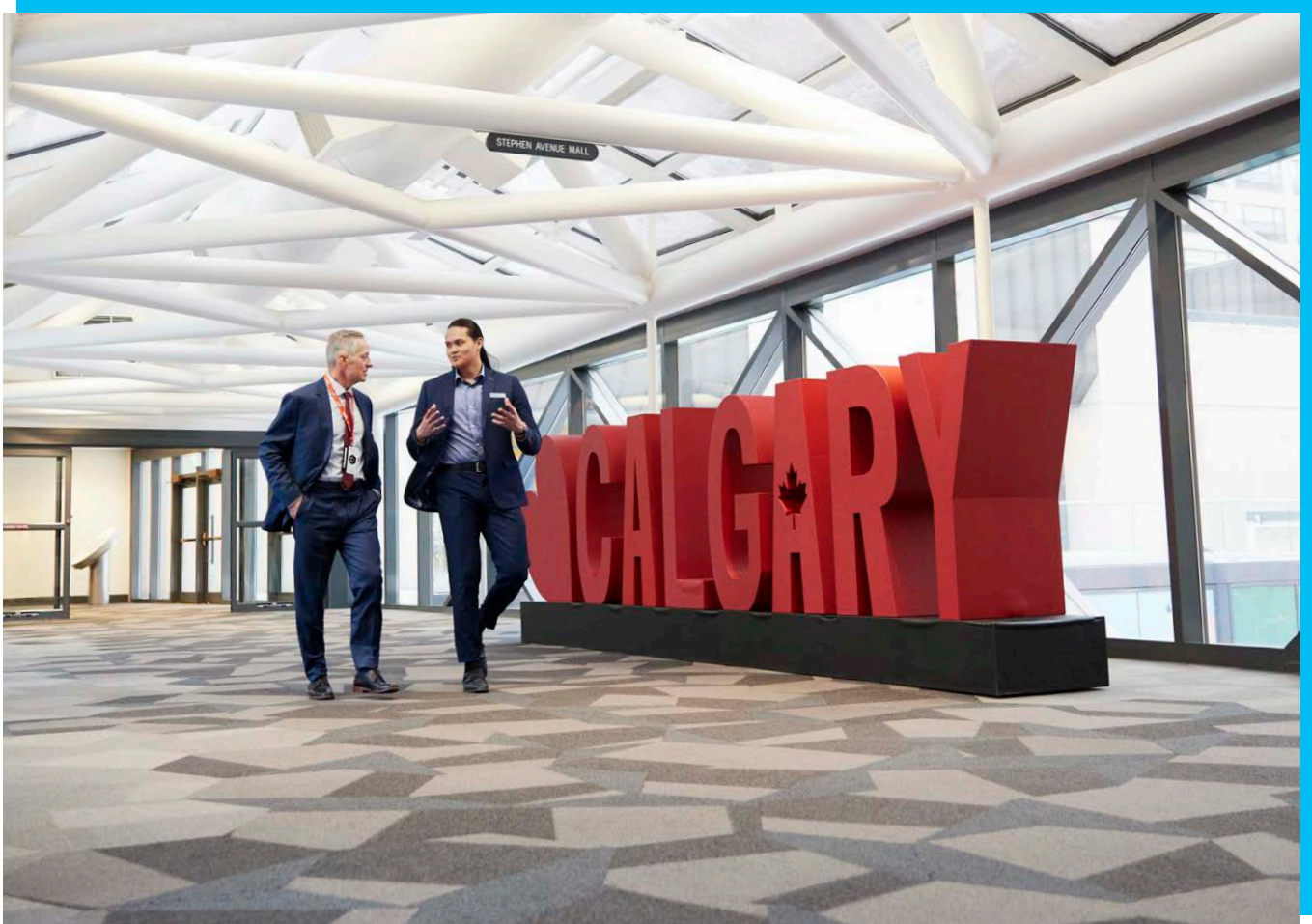
Case Study

Uniting for growth: A regional approach to drive business attraction

Eight municipalities in the Calgary Metropolitan Region — Airdrie, Calgary, Chestermere, Cochrane, Foothills County, High River, Okotoks and Rockyview County — have joined forces in a regional economic development initiative aimed at positioning the region as North America's top destination for investment and business growth in our regionally significant sectors.

Now known as Invest Greater Calgary, the consortium has committed to a three-year pilot Secretariat, hosted by Calgary Economic Development. The consortium will develop up to five regionally significant projects focused on job creation, investment attraction and industry development. Key priorities areas of focus include regional research development, marketing and promotion of the region, investor supports and shared workforce attraction and development initiatives.

A regional approach to economic development strengthens Calgary's global reputation by presenting the region as a unified and competitive economic hub. Collaboration among municipalities allows Calgary to showcase a diverse and resilient economy, broadens the talent pool and expands opportunities — making the region more attractive to investors, businesses and skilled talent seeking growth potential.





Case Study

Connecting Calgary: 5G Discovery Zone

Calgary's 5G Discovery Zone launched in 2024. This collaboration with Rogers, Platform Calgary, Calgary Economic Development and The City of Calgary provides a test environment for collaborators to explore the potential of 5G connectivity and enhance their products and services.

The 5G Discovery Zone will focus on developing innovative solutions in the areas of transportation and mobility, public safety and climate and environment through three programs:

- **Connect & Test Program:** Applications opened in 2024 encouraging applicants to submit their proposed experiments for the 5G Discovery Zone which will equip participants with essential tools for independent testing. A local company was selected to test and integrate their technology in the 5G Discovery Zone in 2025.
- **Themed Challenges Program:** Launching in 2025 with the Network Application Interface (API) Challenge, will invite applicants to submit proposed solutions using Network APIs.
- **Connect & Test Plus:** An extension of applicants from the Connect & Test program will be offered mentorship and engineering support from Rogers and its partners, designed to accelerate the development of applicants' 5G use cases within the 5G Discovery Zone. Resources include monthly support hours, webinars, and more.

The creation of Calgary's 5G Discovery Zone was a significant milestone in the city's journey toward becoming a globally recognized technology and innovation hub and connected city. As Canada's first downtown 5G test environment, researchers, developers, and companies are encouraged to develop, refine and test new applications and technologies to start, grow and thrive.

Innovation

A creative hub

Priorities

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

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

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

Measuring progress

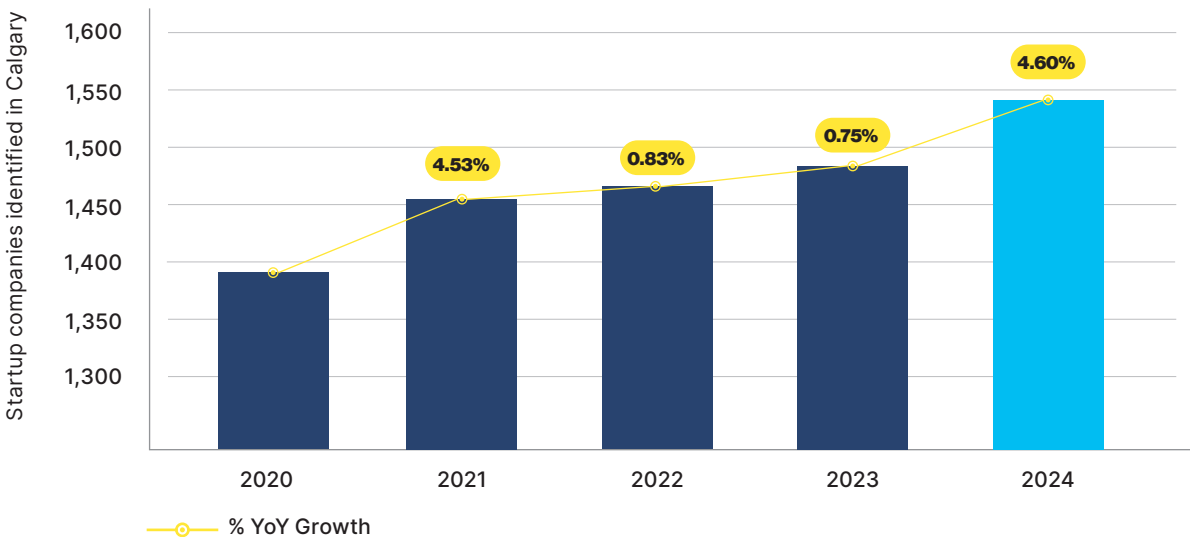
Innovation is a key driver of economic progress for any city, fueling growth, competitiveness and sustainability. In Calgary, we are quickly becoming a city underpinned by innovation to have a diverse, resilient economy. In recent years, the city’s technology and innovation sectors have seen significant expansion, reinforcing Calgary’s role as a hub for forward-thinking industries and investment.

Startups in Calgary

Tracking the number of startups in Calgary reveals the health of the city’s entrepreneurial ecosystem and its ability to foster innovation. While year-over-year growth has been steady, the 4.6 per cent increase in 2024 marks a significant milestone, highlighting the city’s rising momentum in supporting entrepreneurship.

To sustain this progress, we must continue to foster, attract and retain startups, ensuring Calgary remains a thriving hub for innovation and business growth – we must build on this momentum.

Startup companies identified in Calgary²⁹

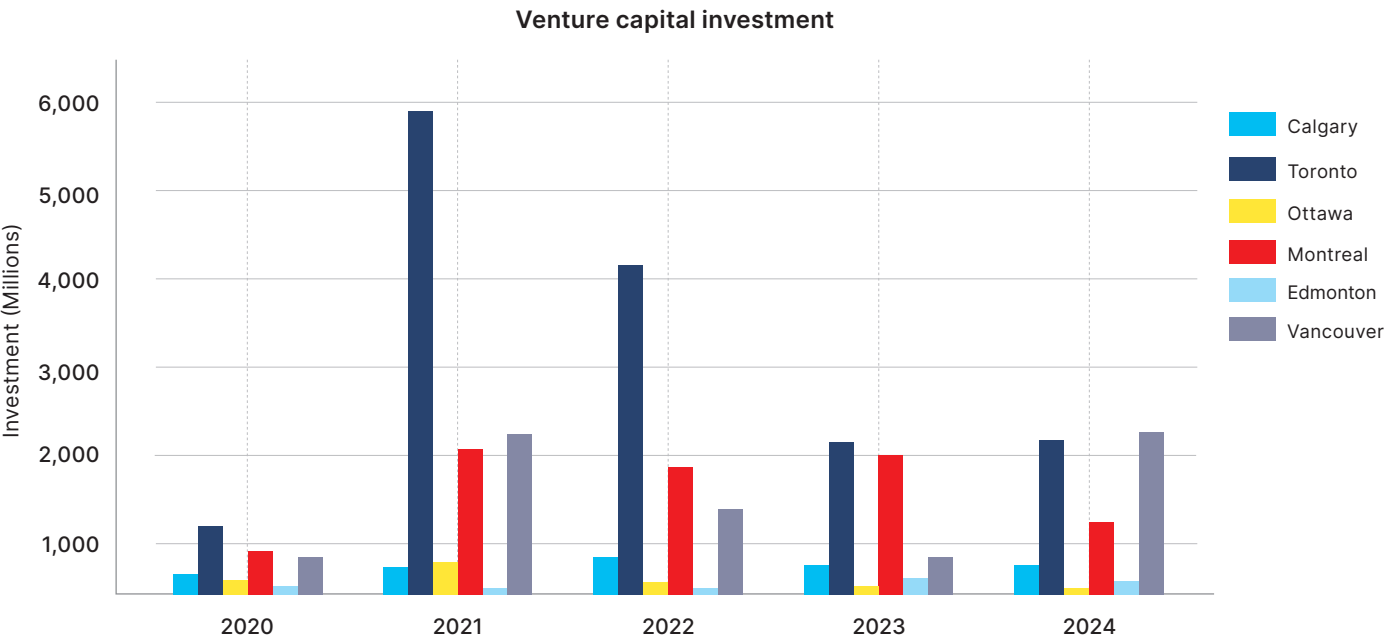
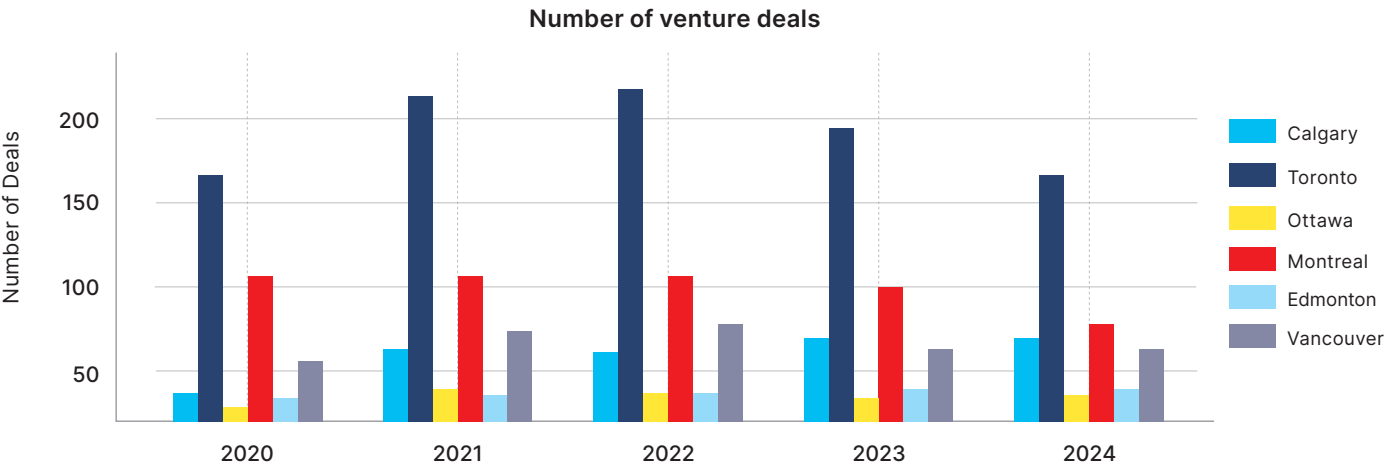


Venture capital investment

Tracking both investment levels and the number of startups, is key to gauging the health and attractiveness of Calgary’s innovation ecosystem. Year-over-year data shows consistent growth in venture capital deals, reflecting strong investor confidence and optimism in Calgary ventures.

It is important to note, however, that investment dollars can fluctuate significantly due to large funding rounds secured by a small number of startups. This was evident in 2024 with over 200 per cent growth in venture capital investment but no change in total number of deals from 2023 in Vancouver. While other cities have seen declines, Calgary maintained its ability to secure venture capital, highlighting the resilience of its innovation ecosystem.

CVCA venture capital investment³⁰



Diversity of leadership EDIA

Tracking diversity in leadership within Calgary’s startup ecosystem is important for fostering inclusive growth and innovation. A representative leadership landscape ensures the ecosystem reflects Calgary’s diverse communities, bringing fresh perspectives that drive creativity, innovation and business success. This data is crucial for identifying disparities, promoting inclusivity and driving equitable growth by ensuring all diverse voices are represented. However, consistent and comprehensive data collection remains a challenge.

Data from Platform Calgary’s member organizations show small but consistent improvements in leadership diversity, but this represents only a snapshot of the broader startup ecosystem. Based on the federal census from 2021, the CBRE Scoring Tech Talent report highlights that 56 per cent of Calgary’s tech workforce is non-White, aligning more closely with the city’s overall diversity. While future census data will provide clearer insights into progress, this data shows Calgary’s potential to foster a more inclusive and representative innovation ecosystem.

Diversity of leadership at Platform Calgary member organizations³¹

| Companies with at least one founder who identifies as | 2024 | 2023 | 2022 |
|---|------|------|------|
| 2SLGBTQIA+ | 4% | 6% | 6% |
| Black, racialized or visible minority | 31% | 29% | 34% |
| Canadian newcomer | 19% | 15% | 22% |
| Indigenous | 3% | 3% | 4% |
| Female or gender diverse | 33% | 33% | 34% |



Case Study

Fueling innovation: OCIF’s 2024 impact and the path forward

In 2024, the Opportunity Calgary Investment Fund (OCIF) made significant strides in advancing Calgary’s position as a hub for innovation and entrepreneurship while navigating the complexities of transformative growth and an evolving economic landscape that come with fostering transformative growth. Six major funding announcements in 2024 showcased OCIF’s strategic focus on accelerating innovation, supporting scale-up opportunities and developing top-tier talent.

OCIF announcements that focused on talent development included:

- **The Knowledge Society:** Provided scholarships for 80 Calgary high school students to complete an entrepreneurship accelerator program.
- **TECHNATION:** Offered 250 work-integrated learning opportunities.
- **OCIF Express:** Launched to aid in the hiring of roles for high-demand skillsets.

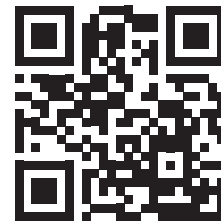
Investments in the Southern Alberta Institute of Technology's Aerospace Composite Materials Lab and Alternative Construction Technology Hub support Calgary's ability to be a global leader in the aerospace and construction ecosystems. These investments enable post-secondary institutions to test and validate with real-world applications.

Additionally, OCIF supported Platform Calgary in establishing the National Bank Investor Hub, aimed at unlocking capital or underrepresented Calgary-based founders. This initiative fosters a more inclusive startup and business community, driving innovation and growth. Investments like these not only address immediate economic growth priorities but also align with Uplook's priorities.

Looking ahead to 2025 and beyond, OCIF is set to sustain this momentum. By finding, fueling and fostering strategic opportunities, OCIF will continue to unlock Calgary's economic potential, ensuring the city remains a hub for innovation and talent.

WATCH

Learn more
about OCIF here



2024 Business attraction, retention and expansion in Calgary

Attracting, retaining and expanding companies is at the heart of Calgary's economic momentum — fuelling job creation, capital investment and long-term resilience. In 2024, Calgary Economic Development helped create or retain nearly 7,500 jobs and attract over \$719 million in investment, advancing economic diversification across Calgary's key sectors. Through global partnerships and hands-on support for local businesses, we're helping build a more prosperous future for Calgarians and reinforcing Calgary's position as a place of innovation and opportunity. 2024 highlights include:

Wealthsimple

Wealthsimple, a leading money management platform, is significantly expanding its presence in Alberta. In 2024, the company surpassed **\$50 billion** in assets under administration and more than doubled its Alberta assets. Wealthsimple plans to **triple its Alberta-based workforce to 105** by the end of 2025.



Global fintech firm VeriPark expanded to Calgary. The London-based company now has its second Canadian office in Calgary. VeriPark arrived with plans to **hire 20 new employees** in various roles in 2024.



Fortinet, a U.S.-based global leader in cybersecurity, announced a **\$30 million investment** in Calgary's tech sector, creating 165 new jobs. With support from Invest Alberta, Calgary Economic Development, and a **\$3 million grant** from the Government of Alberta, Fortinet will establish a cybersecurity tech hub in downtown Calgary. This includes a data centre, a training facility, and a centre of excellence, aiming to address the global cybersecurity skills shortage and enhance critical infrastructure resilience.



Metlen Energy & Metals, a global leader in industrial and energy solutions, has opened its first Canadian headquarters in Calgary. With a **\$1.7 billion investment** in solar projects, generating 2.1 TWh annually, their projects are expected to create approximately 1,560 temporary jobs during construction and **115 permanent positions** once operational.



Calgary based Northern RNA is one of the fastest growing biotech companies in Canada. Since its inception in 2021, Northern RNA has grown to more than 55 employees and has built a world-class research & biomanufacturing facility in Calgary. To meet growing domestic and international market demand, in 2024 Northern RNA expanded its presence in Calgary with the announcement of Canada's first commercial-scale, GMP-grade lipid manufacturing facility.



Bore Da Biotech, who develop medical tests and tools to detect diseases and monitor health, became Calgary's first South Korean life sciences investor, bringing 40 jobs and a **\$5 million investment** to the city.



Eagle Engineering and Consulting (Eagle-EAC) opened a new office in Calgary, bringing innovative reality capture, GIS, survey and asset management services to the Western Canadian market.



Amazon's new YYC fulfillment center in Calgary features state-of-the-art AI technology and robotics, creating 1,500 new jobs. The 2.8-million square foot facility in the East Shepard Industrial area marks Amazon Canada's expansion to five fulfillment centers, one sortation center, three delivery stations, and two AMXL delivery stations in Alberta.



GoodLeaf Farms, one of Canada's largest vertical farms, opened a **\$52 million facility** in Calgary, creating over 90 jobs. The farm produces over two million pounds of fresh greens annually, enhancing food security with year-round local produce. Using innovative TruLeaf technology, it reduces water and gas use while minimizing reliance on imports.



TELUS is **investing \$135 million** in Calgary this year to expand and improve its infrastructure, operations and services. These investments aim to build next-generation networks, fuel innovation and sustainability and drive economic growth. Since 2000, TELUS has **invested over \$60 billion** in Alberta to develop network infrastructure and operations connecting families and businesses with the world.

Trade

2024 was a record-breaking year for the Trade Accelerator Program (TAP). Over 130 Calgary small-and medium-sized enterprises explored 17 global markets, securing 42 trade deals across the United States, Europe and the Indo-Pacific region, generating over \$11 million in revenue. Since 2022, TAP alumni have created over 400 local Alberta jobs with 95 per cent of deals driven by TAP alumni, showcasing TAP's impact on preparing businesses for global success.



Key achievements included a Calgary energy tech company securing a multimillion-dollar deal in Gabon and Café Rosso expanding exports to six countries, including Australia and the Philippines. With eight cohorts completed in 2024, including Alberta's largest to date, TAP supported 125 alumni, 66 per cent of whom came from underrepresented groups, further diversifying Alberta's global trade network.



Brand

An iconic city

Priorities

01 Showcase Calgary as a vibrant and inclusive community with a global perspective.

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

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

Measuring impact

Brand includes the strategic efforts to showcase Calgary's dynamic identity, creating a unified narrative that resonates both locally and internationally. A strong identity not only enhances image, but also drives economic growth, resilience and prosperity by attracting investment, boosting tourism, increasing local pride, attracting and retaining talent, and fostering strong perceptions.

Brand Adoption

Calgary's new civic brand aims to project a dynamic, forward-looking image that accurately represents the city's true character and future aspirations. Measuring the brand's adoption helps evaluate its impact on economic activity and perceptions of Calgary as a vibrant and attractive city.

The efforts of organizations like Tourism Calgary, Sport Calgary, CADA, and the collaborative participation in events such as the Calgary Pride Parade & Festival, demonstrate the city's commitment to this new identity. These initiatives not only boost local pride but also enhance Calgary's appeal on a global reputation, attracting talent, investment and visitors.

Creative



**Tourism
Calgary** BLUE
SKY
CITY

Tourism Calgary leveraged the new Blue Sky City brand in their storytelling by integrating messaging in their campaigns that speaks to the limitless possibilities visitors to Calgary can experience.



**Sport
Calgary**

Sport Calgary revealed a brand refresh, highlighting their commitment to making Calgary a thriving, sport-centric city where opportunities abound and communities grow stronger.



Activations

First Flip: Hosted annually by Tourism Calgary, Calgary Economic Development, Calgary TELUS Convention Centre, Calgary Chamber, Calgary Downtown Association, Calgary Arts Development and Platform Calgary, this is the first official pancake breakfast to kick off Stampede. In 2024, it marked the launch of the Blue Sky City visual ID, showcased through invites, signage, social media, and event displays.



Celebration for the Arts: Hosted by Calgary Arts Development and Mayor Gondek, this event united business and arts communities to honor local artists. Harvey Nichol and Paula Timm led an art activation where attendees added their “house” to our Blue Sky City.



Pride: Tourism Calgary, Calgary Economic Development, Calgary Chamber, Calgary Immigrant Women’s Association, Sport Calgary, and CIFF showcased the Blue Sky City brand in the Calgary Pride Parade & Festival with a custom-built float, branded hats, and flags.



Calgary Economic Development: Launched a Blue Sky City campaign at YYC airport with bold ads on 36 screens and a billboard, engaging travelers during December's busy travel season.



In the community

Jugo Juice, a franchise brand founded and based in Calgary, launched a Blue Sky Lemonade.

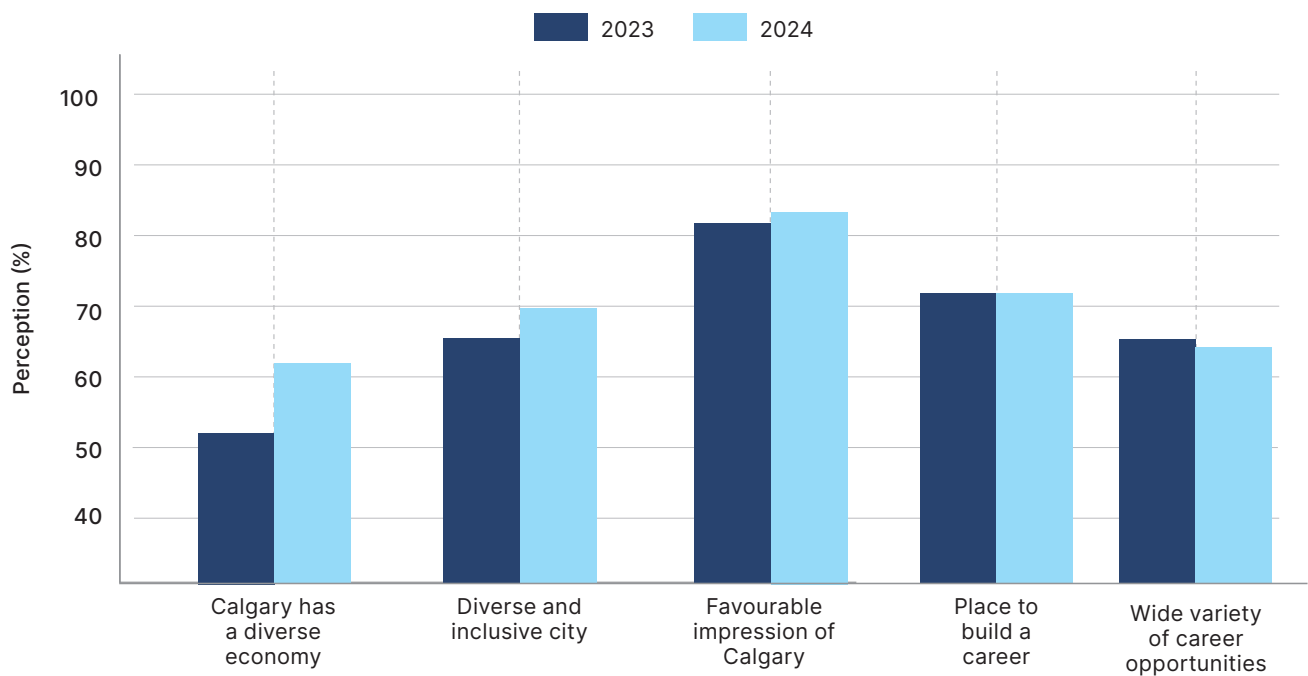
JUGOJUICE

External Perceptions **EDIA**

A strong brand identity serves as a city’s calling card, influencing how residents and those from other cities view it. These perceptions impact investment decisions and the attraction and retention of businesses and talent. Measuring these perceptions helps us understand our messaging’s effectiveness and its connection to economic growth.

Calgary Economic Development’s annual perceptions study shows that most perceptions amongst business leaders have either improved or remained steady over time. The study highlights a strong favourability rating of 83% amongst business leaders, emphasizing Calgary’s positive image. The biggest change observed was in the perception of Calgary as a diverse and inclusive city, which saw a notable 4% increase, rising from 66% in 2023 to 70% in 2024. Meanwhile, the view that Calgary is a strong place to build a career has remained consistent at 72% over the past two years, reflecting enduring confidence in the city’s career opportunities. The word “opportunity” frequently emerges in how business leaders and talent describe Calgary, reinforcing its reputation as a city of potential. Calgary ranks second among Canadian cities for relocation interest, with 54 per cent of Canadian talent considering a move — trailing only Vancouver at 58 per cent. While some U.S. respondents report lower familiarity with Calgary, rising interest from regions like Silicon Valley highlights Calgary’s growing reputation as a hub for talent and business.

Perceptions of Calgary over time: Business Leaders³²





Case Study

Unleashing possibilities: The Blue Sky City brand

The release of the Blue Sky City brand marked a significant milestone for Calgary in 2024.

The new civic brand tells the story of Calgary being a city of blue-sky thinking and innovation, a place of unexpected possibilities and a place of confluence — where peoples, lands, cultures and ideas converge. By celebrating the history and diversity of Calgary, the brand's new narrative makes space for our city as it evolves. This is further represented in the Blue Sky City visual identity that is inspired by beadwork and symbolizes the story of each individual Calgarian. When these stories and individuals come together, the sum of their parts is greater than the whole.

Research conducted by Calgary Economic Development and Tourism Calgary showed Calgary's former brand didn't resonate with Calgarians or people outside Alberta. Following significant community engagement, the two organizations, in partnership with the City of Calgary, unveiled a new brand that is reflective of all Calgarians.

The success of the new brand will be measured by community adoption and its effectiveness in shaping Calgary's reputation and perceptions by external audiences. Civic and community partners will continue integrating the new brand into their organizations, while Calgary Economic Development and Tourism Calgary are developing national and international marketing campaigns as part of their mandates to attract visitors, companies, capital and talent.



EXPLORE

Visit The Blue Sky City website for more information and content on the city's new civic brand.



WATCH

Watch the Blue Sky City Video.

Truth & Reconciliation

Truth and Reconciliation requires ongoing commitment and effort. Despite progress, there is still much work to be done. Indigenous leadership within organizations, for example, remains alarmingly low. As of 2023, Corporations Canada provided the following update on diversity across 526 corporations required to disclose diversity information:

- 3 per cent of corporations have an Indigenous person on their board
- 0.5 per cent Indigenous People hold senior management roles

Given that Indigenous people represent five per cent of Canada's population³³, these figures highlight a significant underrepresentation of Indigenous leadership in corporate Canada. The sample size is too small to provide a breakdown by specific census metropolitan areas or local governments while ensuring anonymity.

These figures highlight the need for continued efforts to address systemic barriers. Inconsistent and incomplete reporting remains an issue; by tracking and measuring progress we can identify areas of opportunity and work towards meaningful change towards Truth and Reconciliation.

Economic Reconciliation: Indigenous impact in Alberta

ATB Financial and MNP's second report on the Economic Contributions of Indigenous Peoples in Alberta highlights the growing economic contributions of Indigenous communities in Alberta, which now represent 7.5 per cent of the province's population, with an estimated 350,000 to 360,000 Indigenous people in 2023 — up from 313,000 in 2019, as reported in their first study.

The Indigenous economy in Alberta has seen significant growth since the first report, with GDP rising from \$6.74 billion (2 per cent of Alberta's total GDP) to \$9.2 billion, now accounting for 3 per cent of Alberta's total GDP. Opportunities for further growth are also highlighted. Increasing Indigenous labor market participation could boost GDP by \$8 to \$11 billion, while closing the income gap could generate an additional \$3.2 billion in spending, supporting 13,000 to 14,000 jobs. While progress has been made, further investment in education and skills development is essential to achieving full economic inclusion for Indigenous communities. The report calls for collaboration between businesses, governments and communities to advance Indigenous economic reconciliation and build a more equitable future for Alberta.

 **2023 Population**

**350,000 -
360,000**

up from 313,000 in 2019

 **2023**

\$9.2B 3% of Alberta's
total GDP.

up from \$6.74B (2% of
Alberta's GDP) in 2019

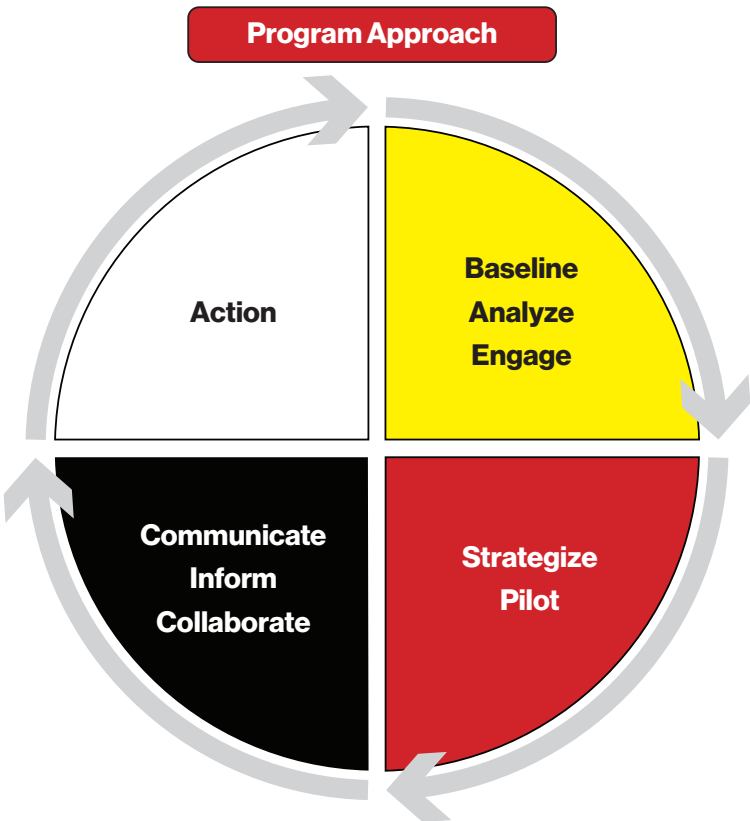
Procurement progress at the City of Calgary

The City is developing an Indigenous Procurement Program as part of their commitment to Truth and Reconciliation. The program’s goal is to reduce barriers and increase capability of Indigenous-owned companies to participate in The City’s procurement process.

In 2024, The City completed Phase 1 of the program – Baseline, Analyze and Engage. This phase was about understanding where we are today and ensuring the voices of Indigenous business communities were heard.

The City engaged with broader Indigenous business communities and also formed an Indigenous Procurement Working Group consisting of Indigenous business owners with lived experiences across the Treaty 7 Nations, Métis Nations and urban Indigenous communities. Their advice and learnings were used to build the foundation of the program.

The City will integrate the learnings into its procurement processes as they develop the Indigenous Procurement Strategy. The strategy centres on reducing historical barriers that inhibit Indigenous economic capacity. Knowing the potential of the Indigenous economy, the program aims to increase the number of Indigenous-owned businesses participating in The City’s supply chain across all sectors. The increase in businesses that participate will lead to greater economic returns in the community.



The program uses a cyclical, rather than a linear, approach.





Looking Ahead

As Calgary looks ahead to 2025, it faces an uncertain and evolving economic landscape. Geopolitical uncertainties — such as ongoing conflicts, trade tensions and protectionist policies from key partners like the United States — will affect investor confidence, disrupt cross-border trade and strain supply chains. Given Calgary’s reliance on exports in sectors like energy and agriculture, expanding trade relationships and diversifying into new markets will be critical. Programs like TAP, Calgary Economic Development’s trade missions and foreign direct investment efforts will support Calgary-based companies in diversifying their markets and ensure Canada remains top-of-mind for companies looking to expand globally.

On a local level, housing affordability remains a significant concern. With population growth outpacing housing supply, costs are rising and infrastructure must also keep pace to ensure that Calgary remains an accessible and livable city for all residents. Addressing affordability through targeted policies and strategic investments in housing and transportation will be essential to ensuring Calgary remains an accessible and desirable place to live.

Despite these challenges, Calgary is well-positioned for stable growth, supported by a highly educated, young population and a projected GDP growth rate that outpaces national averages. Continued investment in infrastructure, innovation, and workforce development lays a solid foundation for economic diversification. By fostering collaboration between the public and private sectors and leveraging opportunities in clean energy, technology, aerospace, logistics, and data centers, Calgary can strengthen its economy and create meaningful opportunities for businesses and residents alike. With a strategic focus on trade, investment, and economic development, the city is poised to build a more inclusive, prosperous, and resilient future.



Appendices

Please note that collection timelines and availability of source data will impact the ability to provide reportable year-over-year data and information consistently on an annual basis. This includes any data sourced from Statistics Canada's Census of Population which is conducted every 5 years. Other data sourced from private and non-governmental entities cannot be guaranteed and depends on each respective organization's commitments to conducting the requisite research and making it publicly available.



Talent

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

KPI #1: Economic participation of newcomers³⁴

Economic inclusion (income-based measure) of immigrants³⁵

| STATUS | 2024 | 2023 | 2022 | 2021 | 2020 | DATA AVAILABILITY |
|-------------------------------------|----------|----------|----------|----------|----------|-------------------|
| Immigrant – PR ³⁶ | \$34,780 | \$35,840 | \$32,353 | \$36,060 | \$35,453 | Annually |
| Immigrant – Non PR ³⁷ | \$28,130 | \$27,980 | \$25,110 | \$29,850 | \$29,190 | |
| Immigrant - Aggregate | \$34,856 | \$35,720 | \$32,240 | \$36,100 | \$35,580 | |
| Total – Immigrant and Non-Immigrant | \$48,000 | \$39,100 | \$43,800 | \$46,500 | \$43,800 | |

KPI #2: Youth retention³⁸ and immigration³⁹

| STATUS | 2024 | 2023 | 2022 | 2021 | 2020 | DATA AVAILABILITY |
|----------------------------|---------------------|---------------------|---------------------|---------------------|---------------------|-------------------|
| Youth retention | 86.1% ⁴⁰ | 83.7% ⁴¹ | 84.5% ⁴² | 84.7% ⁴³ | 84.6% ⁴⁴ | Annually |
| Youth immigration | 1,615 | 1,730 | 1,675 | 1,645 | 1,545 | |
| Per cent of new immigrants | 25% | 24% | 21.5% | 20% | 17.5% | |

KPI #3: Diverse and Indigenous representation in leadership

Indigenous representation in leadership⁴⁵

| STATUS | 2024 | 2023 |
|--|-------------------|----------|
| Number of Indigenous people employed in management positions | <25 ⁴⁶ | Annually |

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

KPI #1: Level of education attained (K-12, post-secondary, continuing education / skills development)

Schooling enrollment rates (secondary)⁴⁷

| PROGRAM | 2023/2024 | 2022/2023 | 2021/2022 | 2020/2021 | DATA AVAILABILITY |
|----------|-----------|-----------|-----------|-----------|-------------------|
| Charter | 1,068 | 1,335 | 1,000 | 992 | Annually |
| Public | 138,140 | 131,202 | 125,176 | 122,451 | |
| Private | 3,409 | 3,331 | 3,205 | 2,979 | |
| Separate | 61,463 | 58,798 | 56,693 | 56,322 | |
| Total | 204,080 | 194,666 | 186,074 | 182,744 | |

Schooling enrollment⁴⁸ and completion⁴⁹ rates (post-secondary/colleges/institutes)

| | ENROLLMENT RATES | | | | DATA AVAILABILITY |
|---------------|------------------|-----------------|----------------|-----------------|-------------------|
| | 2023 - 2024 | 2022 - 2023 | 2021 - 2022 | 2020 - 2021 | |
| International | 16,320 (+25.7) | 12,978 (+32.5%) | 9,792 (+17.3%) | 8,346 (-1.3%) | Annually |
| Indigenous | 2,782 (+5.3%) | 2,642 (+3.6%) | 2,551 (+8.4%) | 2,353 (+4.3%) | |
| Total | 77,446 (+10.3%) | 70,206 (+4.4%) | 67,257 (+1.8%) | 66,084 (+0.9%) | |
| | COMPLETION RATES | | | | DATA AVAILABILITY |
| | 2023 - 2024 | 2022 - 2023 | 2021 - 2022 | 2020 - 2021 | |
| International | 4,839 (+38.1%) | 3,502 (+33.2%) | 2,630 (-12.2%) | 2,955 (+19.3%) | Annually |
| Indigenous | 705 (-0.8%) | 711 (+1.9%) | 698 (+15.0%) | 607 (+1.2%) | |
| Total | 20,441 (-2.4%) | 20,950 (+4.6%) | 20,033 (-1.0%) | 20,243 (+11.5%) | |

KPI #2: STEAM (Science, Technology, Engineering, Arts and Mathematics) training programs
Innovative work integrated learning (WIL) offerings through TalentED YYC⁵⁰

| INDICATOR | OPPORTUNITIES GENERATED ⁵¹ | | | DATA AVAILABILITY |
|--|---------------------------------------|------|------|-------------------|
| | PROJECT TOTAL ⁵² | 2024 | 2023 | |
| Innovative WIL generated ⁵³ | 2341 | 1890 | 261 | Annually |
| Total Completions | 1970 | 1764 | 200 | |
| Innovative WIL opportunities generated for equity deserving groups ⁵⁴ | 803 | 616 | 106 | |

KPI #3: Availability and participation in non-traditional learning (micro-credentialing, work-integrated learning)

Traditional work-integrated Learning (WIL) offerings through TalentED YYC⁵⁵

| INDICATOR | PROJECT TOTALS ⁵⁶ | 2024 | 2023 ⁵⁷ | DATA AVAILABILITY |
|---|------------------------------|------|--------------------|-------------------|
| WIL opportunities generate ⁵⁸ | 927 | 557 | 253 | Annually |
| WIL student placement count ⁵⁹ | 224 | 135 | 66 | |
| WIL opportunities generated for equity deserving groups ⁶⁰ | 710 | 473 | 185 | |
| Employers supported ⁶¹ | 246 | 148 | 48 | |

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

KPI #1: Population growth

Population Growth of Calgary⁶²

| INDICATOR | 2024 | 2023 | 2022 | 2021 | 2020 | DATA AVAILABILITY |
|--|---------|--------|--------|--------|--------|-------------------|
| Net population change ⁶³ | 100,179 | 95,784 | 49,754 | 15,632 | 28,530 | Annually |
| Intra-provincial migration ⁶⁴ | -729 | 1,238 | 1,731 | 1,953 | 3,047 | |
| Inter-provincial migration ⁶⁵ | 20,859 | 26,662 | 10,916 | 2,323 | 801 | |
| International migration ⁶⁶ | 72,471 | 60,176 | 29,513 | 8,097 | 15,460 | |

KPI #2: Employment rates across diverse sectors⁶⁷

| INDICATOR | 2024 | 2023 | 2022 | DATA AVAILABILITY |
|---|-------|-------|-------|-------------------|
| Agriculture | 0.3% | 0.6% | 0.3% | Annually |
| Forestry, fishing, mining, quarrying, oil and gas | 4.6% | 4.6% | 4.9% | |
| Utilities | 0.9% | 0.8% | 0.9% | |
| Construction | 8.6% | 8.6% | 8.4% | |
| Manufacturing | 5.0% | 4.3% | 3.5% | |
| Wholesale and retail trade | 12.2% | 12.6% | 14.6% | |
| Transportation and warehousing | 6.2% | 6.4% | 6.3% | |
| Finance, insurance, real estate, rental and leasing | 5.8% | 5.9% | 5.9% | |
| Professional, scientific and technical services | 12.9% | 13.7% | 12.3% | |
| Business, building and other support services | 3.2% | 3.3% | 2.6% | |
| Educational services | 5.7% | 6.2% | 7.0% | |
| Health care and social assistance | 11.4% | 11.5% | 11.6% | |
| Information, culture and recreation | 3.8% | 3.7% | 4.2% | |
| Accommodation and food service | 5.5% | 5.2% | 5.1% | |
| Other services (except public administration) | 3.6% | 3.8% | 2.5% | |
| Public administration | 2.7% | 3.0% | 3.7% | |

KPI #3: Jobs created⁶⁸

| INDICATOR | 2024 | 2023 | 2022 | DATA AVAILABILITY |
|-------------|-------|-------|--------|-------------------|
| Direct Jobs | 7,454 | 7,183 | 10,878 | Annually |

Priority 1: Build a city with a net zero economy.

KPI #1: Carbon emissions

GHG/Tonnes of CO2e emitted⁶⁹

| INDICATOR | 2023 ⁷⁰ | 2022 | 2021 | 2020 | DATA AVAILABILITY |
|---|---------------------------|---------------------------|---------------------------|---------------------------|-------------------|
| Community-wide GHG Inventory (Total) | 15,747,108 tonnes CO2-eq | 16,345,646 tonnes CO2-eq | 15,925,018 tonnes CO2-eq | 15,750,000 tonnes CO2-eq | Annually (June) |
| Community-wide GHG emissions per capita | 11.34 tonnes CO2-e/person | 12.15 tonnes CO2-e/person | 12.05 tonnes CO2-e/person | 12.05 tonnes CO2-e/person | |

GHG/Tonnes of CO2e emitted by sector⁷¹

| INDICATOR | | 2023 ⁷² | 2022 | 2021 | 2020 | DATA AVAILABILITY |
|--|---------------------------|--------------------|------|------|------|-------------------|
| Percentage of community wide GHG Inventory by sector | Transportation | 39% | 35% | 34% | 32% | Annually (June) |
| | Waste | 1% | 1% | 1% | 1% | |
| | Residential buildings | 26% | 28% | 28% | 29% | |
| | Non-residential buildings | 34% | 36% | 37% | 38% | |

KPI #2: Renewable electricity capacity⁷³

Solar photovoltaic (PV) installations in Calgary

| INDICATOR | 2024 | 2023 | 2022 | 2021 | 2020 | DATA AVAILABILITY |
|--|-------------|-------------|-------------|------------|------------|-------------------|
| Additional solar PV capacity installed | 34,134 (kW) | 20,124 (kW) | 10,074 (kW) | 6,165 (kW) | 7,282 (kW) | Annually |

KPI #3: Energy transition and climate change investment

City of Calgary budget dedicated to climate mitigation and adaption⁷⁴

| 2023 - 2026 | DATA AVAILABILITY |
|---------------|-------------------|
| \$430 Million | Annually |

Investment in roof-top mounted solar photovoltaic installations in Calgary⁷⁵

| INDICATOR | 2024 | 2023 | 2022 | 2021 | DATA AVAILABILITY |
|---------------------------------|-----------|-----------|----------|----------|-------------------|
| Additional solar PV investments | \$155.20M | \$130.72M | \$35.66M | \$12.07M | Annually |

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

KPI #1: Diversity of population⁷⁶

| INDICATOR | 2022 | DATA AVAILABILITY |
|-----------------------------------|---------------------------|-----------------------------|
| Total visible minority population | 36.4% (or 567,960 people) | Five years - Federal Census |
| South Asian | 9.82% | |
| Chinese | 5.99% | |
| Black | 4.85% | |
| Filipino | 5.71% | |
| Latin American | 2.20% | |
| Arab | 2.08% | |
| Southeast Asian | 1.82% | |
| West Asian | 1.00% | |
| Korean | 0.83% | |
| Japanese | 0.40% | |
| Other visible minorities | 0.37% | |
| Multiple visible minorities | 1.31% | |
| Not a visible minority | 57.5% | |

External perceptions that Calgary is a diverse and inclusive city⁷⁷

| INDICATOR | 2024 | 2023 ⁷⁸ | 2022 | DATA AVAILABILITY |
|--|------|--------------------|------|-------------------|
| Leaders in other markets perceives Calgary as a diverse city ⁷⁹ | 70% | 66% | 75% | Annually |
| Talent in other markets perceives Calgary as a diverse city ⁸⁰ | 48% | 52% | 61% | |

KPI #2: Perception of safety across dimensions of diversity

Citizen’s perception of safety⁸¹

| INDICATOR | 2024 | 2023 | 2022 | 2021 | DATA AVAILABILITY |
|--|------|------|------|------|-------------------|
| Calgary is safe overall | 75% | 69% | 77% | 85% | Annually |
| Calgary is safe for all residents and visitors, regardless of things like ethnicity, race, religion, income, or sexual identity+ | 50% | 47% | 51% | 54% | |

KPI #3: Affordable housing⁸²

| INDICATOR | 2024 | 2023 | 2022 | 2021 | 2020 | DATA AVAILABILITY |
|---|---------------------|---------------------|---------------------|--------------|--------------|-------------------|
| Number of affordable housing units | 6,601 | 6,683 ⁸³ | 7,100 | 7,100 | 7,108 | Annually |
| Number of applications for subsidized housing | 6,342 | 6,931 | 5,046 | Not reported | Not reported | |
| Number of applications on the waitlist | 6,300 ⁸⁴ | 6,200 ⁸⁵ | 5,000 ⁸⁶ | Not reported | Not reported | |

KPI #4: Percentage of the population living downtown⁸⁷

| INDICATOR | 2022 | DATA AVAILABILITY |
|---------------------------------|--------------------|-----------------------------|
| Population living downtown | 3.2% ⁸⁸ | Five years - Federal Census |
| Downtown population growth rate | 21.0% | |

KPI #5: Quality of life

Perceptions of quality of life⁸⁹

| INDICATOR | 2024 | 2023 | 2022 | 2021 | 2020 | DATA AVAILABILITY |
|--|------|------|-------------------|-------------------|------|-------------------|
| Citizen's perceptions of quality of life | 61% | 69% | 64% | 64% | 75% | Annually |
| Citizen's reporting a healthy sense of belonging | 76% | 81% | 80% ⁹⁰ | 28% ⁹¹ | 45% | |

Cost of living⁹²

| INDICATOR | 2024 | 2023 | 2022 | DATA AVAILABILITY |
|----------------------------------|---------|---------|---------|-------------------|
| Living wage per hour for Calgary | \$24.45 | \$23.70 | \$22.40 | Annually |

Priority 3: Build vibrant, healthy and accessible communities

KPI #1: Accessible communities and infrastructure⁹³

| INDICATOR | 2024 | 2023 | 2022 | DATA AVAILABILITY |
|---|-------------------|------|------|-------------------|
| Percentage of population within Major and Community Activity Centres, and 600m of Urban Neighbourhood Corridors | 30% ⁹⁴ | 30% | 29% | Annually |

KPI #2: Perceptions of amenity-rich communities⁹⁵

| INDICATOR | 2024 | 2023 | 2022 | 2021 | 2020 | DATA AVAILABILITY |
|---|----------------------------|------|------|------|------|-------------------|
| Citizens proud to live in their neighbourhoods | 80% | 81% | 81% | 84% | 85% | Annually |
| Citizens regularly involved in neighbourhood and local community events | Not reported ⁹⁶ | 28% | 27% | 26% | 26% | |

KPI #3: Convenient and accessible transit and modes of transportation⁹⁷

| INDICATOR | 2024 | 2023 | 2022 | 2021 | DATA AVAILABILITY |
|---|---|---|---|---|-------------------|
| Percentage of population within 400m of Primary Transit Network ⁹⁸ | Not reported | 45% ⁹⁹ | 45% | Not reported | Annually |
| Percentage of trips using walking and cycling transportation ¹⁰⁰ | Not reported | 15% | 22% | 20% | |
| Percent of trips using transit ¹⁰¹ | Not reported | 4% | 3% | Not reported | |
| Perceptions of ability to move across the city ¹⁰² | 61% satisfied/ very satisfied with Calgary Transit 68% agree more money should be invested into Calgary Transit | 66% satisfied/ very satisfied with Calgary Transit 70% agree more money should be invested into Calgary Transit | 72% satisfied/ very satisfied with Calgary Transit 61% agree more money should be invested into Calgary Transit | 84% satisfied/ very satisfied with Calgary Transit 51% agree more money should be invested into Calgary Transit | |

KPI #4: Global livability score¹⁰³

| INDICATOR | 2024 | 2023 | 2022 | 2021 | DATA AVAILABILITY |
|---------------------------------|------|------|------|------|-------------------|
| Global livability index ranking | 5 | 7 | 3 | 18 | Annually |

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

KPI #1: Accessible recreation programs and participation

| INDICATOR | 2024 | 2023 | 2022 | DATA AVAILABILITY |
|--|--------|--------|--------|-------------------|
| Number of amenities (theatres, museums, concert halls, art galleries, sport and recreation facilities) ¹⁰⁴ | 1,220 | 947 | 877 | Annually |
| Number of City-operated and partner-operated publicly accessible recreation facilities ¹⁰⁵ | >250 | >250 | >250 | |
| Number of recreation-focused partner relationships ¹⁰⁶ | ~200 | ~200 | ~200 | |
| Number of visits to City-operated recreation amenities (City-operated only) ¹⁰⁷ | 4.0M | 4.0M | 2.7M | |
| Number of course hours run at City-operated recreation amenities (City-operated only) ¹⁰⁸ | 69,000 | 64,000 | 48,000 | |
| Dollars of Recreation Fee Assistance subsidy distributed for Calgarians to access City-operated amenities and programs (City-operated only) ¹⁰⁹ | \$2.6M | \$1.8M | \$1.2M | |

KPI #2: Public arts, culture and entertainment events¹¹⁰

| INDICATOR | 2024 ¹¹¹ | 2023 ¹¹² | 2022 ¹¹³ | 2021 ¹¹⁴ | 2020 ¹¹⁵ | DATA AVAILABILITY |
|---|---------------------|---------------------|---------------------|---------------------|---------------------|-------------------|
| Number of participants at public arts events hosted | 3,785,622 | 3,480,618 | 2,826,990 | 1,461,106 | 3,150,321 | Annually |
| Number of public arts events hosted | 15,824 | 9,872 | 7,998 | 7,486 | 12,302 | |
| Number of arts education activities provided by Calgary arts organizations for Children and youth | 7,754 | 5,447 | 4,972 | 4,494 | 9,000 | |
| Number of children and youth who participated in arts education activities provided by Calgary arts organizations | 234,925 | 147,047 | 194,538 | 79,516 | 318,423 | |
| Number of Indigenous artists and Indigenous led organizations receiving funding | 69 | 79 | 63 | 53 | 42 | |

KPI #3: Tourism and visitor economy

TELUS Convention Centre events¹¹⁶

| INDICATOR | 2024 | 2023 | 2022 | 2020 | DATA AVAILABILITY |
|---|----------|----------|------------------------|--------------|-------------------|
| Number of events hosted by the TELUS Convention Centre | 196 | 226 | 163 ¹¹⁷ | 70 | Annually |
| Economic impact for events held by the TELUS Convention Centre ¹¹⁸ | \$110.4M | \$110.2M | \$89.9M ¹¹⁹ | Not reported | |

Economic impact of tourism by category¹²⁰

| INDICATOR | 2023 ¹²¹ | | | 2022 | | | DATA AVAILABILITY |
|------------------------------|---------------------|---------|--------|-------------|---------|--------|-------------------|
| | EXPENDITURE | GDP | JOBS | EXPENDITURE | GDP | JOBS | |
| Accommodation | \$738M | \$643M | 6,300 | \$651M | \$568M | 5,560 | Annually |
| Clothes gifts and other | \$341M | \$319M | 4,040 | \$250M | \$227M | 2,960 | |
| Food and beverage | \$850M | \$709M | 10,600 | \$726M | \$609M | 9,090 | |
| Recreation and entertainment | \$342M | \$306M | 4,470 | \$304M | \$272M | 3,970 | |
| Transportation | \$1.24B | \$1.02B | 7,430 | \$1.1B | \$915M | 6,710 | |
| TOTAL | \$3.51B | \$2.99B | 32,900 | \$3.03B | \$2.59B | 28,300 | |

KPI #4: Number of Film and TV productions¹²²

| INDICATOR | 2024 | 2023 | 2022 | 2021 | 2020 | DATA AVAILABILITY |
|---|--------|--------|--------|--------|-------|-------------------|
| Film, television production and DME spend | \$372M | \$246M | \$461M | \$522M | \$87M | Annually |

Business Environment

Priority 1: Build a globally and digitally connected city.

KPI #1: Physical connectivity¹²³

| INDICATOR | 2024 | 2023 | 2022 | 2021 | 2020 | DATA AVAILABILITY |
|--|-------|-------|-------|-------|-------|-------------------|
| Physical connectivity activity (air cargo volumes) | 5,217 | 4,946 | 5,370 | 5,363 | 4,782 | Annually |
| Number of non-stop flights | 93 | 90 | 86 | 76 | 42 | |

KPI #2: Commercial / Industrial real estate

Commercial downtown vacancy rates¹²⁴

| INDICATOR | SUBMARKET | BUILDING CLASS ¹²⁵ | 2024 | | 2023 | | 2022 ¹²⁶ | DATA AVAILABILITY |
|-----------------------------------|---------------|-------------------------------|------------------|-------------------------|------------------|-------------------------|---------------------|-------------------|
| | | | VACANCY RATE (%) | YTD NET ABSORPTION (SF) | VACANCY RATE (%) | YTD NET ABSORPTION (SF) | VACANCY RATE (%) | |
| Vacancy rates - Downtown by class | Central Core | AA | 14.5% | -187,455 | 13.5% | 299,083 | 25.4% | Quarterly |
| | | A | 34.5% | -284,307 | 31.8% | 125,955 | | |
| | | B | 36.7% | -86,448 | 39.2% | 8,786 | | |
| | | C | 24.3% | 50,388 | 29.2% | -21,566 | | |
| | | Total | 24.6% | -507,822 | 24% | 412,258 | | |
| | Mid-West Core | AA | 19.8% | 143,116 | 34.1% | 11,417 | 52.1% | |
| | | A | 56.7% | 62,638 | 58.8% | 62,125 | | |
| | | B | 45.0% | -62,868 | 49.0% | 136,542 | | |
| | | C | 47.7% | 25,840 | 50.0% | -157,392 | | |
| | | Total | 46.3% | 168,726 | 50.6% | 52,692 | | |
| | West End | A | 23.7% | 8,712 | 31.4% | 21,070 | 31.7% | |
| | | B | 15.8% | -30,220 | 3.8% | 2,042 | | |
| | | C | 33.2% | -35,128 | 39.5% | 28,720 | | |
| | | Total | 26.6% | -56,636 | 29.9% | 51,832 | | |
| | East End | AA | 8.6% | 277,808 | 26.0% | 21,070 | 38.3% | |
| | | B | 48.4% | -27,839 | 51.3% | -95,919 | | |
| | | C | 55.0% | 0 | 52.8% | -34,121 | | |
| | | Total | 26.4% | 249,969 | 37.9% | -102,069 | | |
| Total Downtown vacancy rates | | | 29.5% | -145,763 | 31.2% | 414,713 | 32.6% | |

Commercial downtown vacancy rates¹²⁷

| INDICATOR | SUBMARKET | 2024 | | 2023 | | 2022 | 2021 | DATA AVAILABILITY |
|----------------------------|---------------|------------------|-------------------------|------------------|-------------------------|------------------|------------------|-------------------|
| | | VACANCY RATE (%) | YTD NET ABSORPTION (SF) | VACANCY RATE (%) | YTD NET ABSORPTION (SF) | VACANCY RATE (%) | VACANCY RATE (%) | |
| Vacancy rates - Industrial | Northeast | 3.6% | 971,523 | 3.1% | -233,553 | 2.0% | 3.4% | Quarterly |
| | Southeast | 4.4% | 613,030 | 2.4% | 398,537 | 2.1% | 3.6% | |
| | South Central | 2.0% | -101,682 | 1.7% | 19,311 | 1.7% | Not reported | |
| | Other | 10.7% | 3,373,725 | 4.2% | 2,072,992 | 3.1% | 3.4% | |
| | Total | 4.6% | 4,856,596 | 2.7% | 2,257,287 | 2.1% | 3.3% | |

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

KPI #1: Technology pilots and testing areas¹²⁸

| INDICATOR | 2024 | 2023 | 2022 | 2021 | 2020 | DATA AVAILABILITY |
|---|-------------------------|-------------------------|-------------------------|-------------------------|------------------------|-------------------|
| Living lab projects | 47 | 39 ¹²⁹ | 159 ¹³⁰ | 50 | 9 | Annually |
| Autonomous Systems Testing Area(s): Remotley Piloted Aircraft System site utilization ⁹⁸ | Days: 178 Hours: 888 | Days: 151 Hours: 878 | Days: 135 Hours: 837 | Days: 134 Hours: 717 | Days: 83 Hours: 445 | |

KPI #2: Open datasets and shared business intelligence¹³²

| INDICATOR | 2024 | 2023 | 2022 | 2021 | 2020 | DATA AVAILABILITY |
|-----------------------------------|------|------|------|------|------|-------------------|
| Number of available open datasets | 431 | 414 | 404 | 372 | 340 | Annually |

KPI #3: Number of headquarters per capita¹³³

Number of headquarters in Calgary

| INDICATOR | 2024 | 2023 | 2022 | 2021 | 2020 | DATA AVAILABILITY |
|---|------|------|------|------|------|-------------------|
| Number of corporate head offices in Calgary | 104 | 106 | 99 | 102 | 118 | Annually (August) |

Priority 3: Champion efficient and effective policies supporting business practices.

KPI #1: Companies retained, attracted, expanded¹³⁴

| INDICATOR | 2024 | 2023 | 2022 | DATA AVAILABILITY |
|---------------------------------------|------|------|------|-------------------|
| Companies attracted/retained/expanded | 48 | 54 | 61 | Annually |

KPI #2: Perception that it's easy to do business in Calgary¹³⁵

| INDICATOR | BUSINESS LEADERS (agree / strongly agree) | | | | | DATA AVAILABILITY |
|---|---|------|------|------|-------|-------------------|
| | 2024 | 2023 | 2022 | 2021 | 2020 | |
| Calgary is an easy place to do business | 61% | 62% | 72% | 77% | 75% | Annually |
| Calgary has a diverse economy that can support other industries | 64% | 59% | 77% | 76% | 71% | |
| Calgary is a low-cost jurisdiction to do business | 55% | 58% | 66% | 65% | 62.5% | |
| Calgary's economic outlook is uncertain | 44% | 56% | 53% | 60% | 61% | |

KPI #3: Efficient business, development and building permits process

Decision timeline commitments in multidisciplinary and technical development applications¹³⁶

| INDICATOR | 2024 | 2023 | 2022 | 2021 | DATA AVAILABILITY |
|---|------|------|------|------|-------------------|
| Per cent of multidisciplinary development applications where decision timeline commitments were met | 72% | 76 | 85 | 85 | Annually |
| Per cent of technical development applications where decision timeline commitments were met | 79% | 88 | 79 | 84 | |

Building permit processing time¹³⁷

| EVENT | NEW PERMITS | | | ADDITIONAL PERMIT | | | DATA AVAILABILITY |
|---|-------------|------|------|-------------------|------|------|-------------------|
| | 2024 | 2023 | 2022 | 2024 | 2023 | 2022 | |
| Average Months for Building Permit Processing | 2.05 | 4.43 | 3.45 | 2.17 | 4.62 | 2.70 | Annually |

Innovation

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

KPI #1: Number of startups and technology companies in Calgary¹³⁸

| INDICATOR | 2024 | 2023 | 2022 | 2021 | 2020 | DATA AVAILABILITY |
|---|-------|-------|-------|-------|-------|-------------------|
| Startup companies identified in Calgary | 2,114 | 1,475 | 1,464 | 1,452 | 1,389 | Annually |

KPI #2: Number of venture deals and total capital funds¹³⁹

| INDICATOR | 2024 | 2023 | 2022 | 2021 | 2020 | DATA AVAILABILITY |
|---|-------------------------|-------------------------|-------------------------|-------------------------|-------------------------|-------------------|
| Number of venture deals and total capital funds secured | 63 deals (#4 in Canada) | 64 deals (#4 in Canada) | 64 deals (#4 in Canada) | 66 deals (#4 in Canada) | 33 deals (#4 in Canada) | Annually |
| Venture Capital Investment (millions) | \$630 | \$501 | \$647 | \$500 | \$353 | |

KPI #3: Diversity of startup leadership at Platform Calgary member companies

Diversity of leadership at Platform Calgary member companies¹⁴⁰

| INDICATOR | 2024 | 2023 | 2022 | DATA AVAILABILITY |
|---------------------------------------|------|------|------|-------------------|
| 2SLGBTQIA+ | 4% | 6% | 6% | Annually |
| Black, racialized or visible minority | 31% | 29% | 34% | |
| Canadian newcomer | 19% | 15% | 22% | |
| Indigenous | 3% | 3% | 4% | |
| Female or gender diverse | 33% | 33% | 34% | |

Priority 1: Be a magnet for innovative and creative thinkers by investing in development and attraction opportunities.

KPI #1: Number and diversity of workers in STEM fields

STEM workers by gender¹⁴¹

| INDICATOR | 2022 | DATA AVAILABILITY |
|--|---------|-----------------------------|
| Total # of workers STEM Field only | 73,360 | Five years - Federal Census |
| Men | 56,645 | |
| Women | 16,715 | |
| Total # of workers in STEM only by visible minority | 30,905 | |
| Men | 23,515 | |
| Women | 7,385 | |
| Total # of workers in STEM and STEM related fields | 148,750 | |
| Men | 87,990 | |
| Women | 60,760 | |
| Total # of workers in STEM and STEM related fields by visible minority | 56,190 | |
| Men | 33,915 | |
| Women | 22,275 | |

STEM degree completions by gender¹⁴²

| DEGREE COMPLETIONS | 2024 | 2023 | 2022 | DATA AVAILABILITY |
|------------------------------------|-------|-------|------|-------------------|
| Total # of STEM Degree completions | 1,075 | 1,079 | 848 | Annually |
| Men | 79% | 78% | 80% | |
| Women | 21% | 22% | 21% | |
| Computer Engineering | 366 | 382 | 305 | |
| Men | 82% | 80% | 84% | |
| Women | 18% | 20% | 16% | |
| Math / Statistics | 182 | 110 | 109 | |
| Men | 63% | 56% | 57% | |
| Women | 37% | 45% | 43% | |
| Other Tech Engineering | 527 | 587 | 434 | |
| Men | 83% | 80% | 82% | |
| Women | 17% | 20% | 18% | |

Workforce diversity in the tech industry¹⁴³

| INDICATOR | 2023 | DATA AVAILABILITY |
|-----------|------|--------------------------------|
| White | 44% | Five years - Federal Census |
| Asian | 40% | |
| Hispanic | 4% | |
| Black | 8% | |
| Other | 4% | |

Gender diversity in the tech industry¹⁴⁴

| INDICATOR | 2024 | 2023 | 2022 | DATA AVAILABILITY |
|---------------------------------|------|------|------|-------------------|
| Per cent of female tech workers | 26% | 31% | 35% | Annually |

KPI #2: Number of applicants for visas and tech immigration programs

Global Startup Visa Program applicants¹⁴⁵

| INDICATOR | 2024 | 2023 | DATA AVAILABILITY |
|--|------|------|-------------------|
| Number of applicants for the Global Startup Visa Program | 265 | 49 | Annually |

Alberta Work Permit holders by occupation and year in which permit(s) became effective¹⁴⁶

| OCCUPATION | 2024 | 2023 | 2022 | DATA AVAILABILITY |
|---|------|------|------|-------------------|
| Computer and information systems managers | 195 | 210 | 170 | Annually |
| Data scientists | 20 | 10 | - | |
| Cybersecurity specialists | 15 | 10 | 0 | |
| Business systems specialists | 85 | 60 | 0 | |
| Information systems specialists | 415 | 565 | 465 | |
| Database analysts and data administrators | 20 | 25 | 30 | |
| Computer systems developers and programmers | 65 | 225 | 355 | |
| Software engineers and designers | 540 | 585 | 470 | |
| Software developers and programmers | 125 | 85 | - | |
| Web developers and programmers | 30 | 25 | 20 | |

Priority 3: Accelerate real-world application of research and development through corporate investment and post-secondary institution (PSI) collaboration.

KPI #1: Corporate R&D spend¹⁴⁷

| INDICATOR | 2024 ¹⁴⁸ | 2023 ¹⁴⁹ | 2022 ¹⁵⁰ | 2021 ¹⁵¹ | 2020 ¹⁵² | DATA AVAILABILITY |
|---------------------|---------------------|---------------------|---------------------|---------------------|---------------------|-------------------|
| Corporate R&D spend | \$258K | \$815K | \$1.27M | \$1.16M | \$1.64M | Annually |

KPI #2: Sponsored research (by companies with PSIs)¹⁵³

| INDICATOR | 2023 / 2024 | 2022 / 2023 | DATA AVAILABILITY |
|--|-------------|-------------|-------------------|
| Corporate sponsored research (in dollars - how much invested) | \$71.84M | \$79.42M | Annually |
| Corporate sponsored research (in number of projects supported) | 854 | 771 | |

KPI #3: PSI spin out companies

| PSIs | 2024 | 2023 | 2022 | 2021 | DATA AVAILABILITY |
|--|---------------------------------------|------|------|--------------|-------------------|
| University of Calgary ¹⁵⁴ | Data available in June ¹⁵⁵ | 20 | 16 | 21 | Annually |
| Mount Royal University (Growth Catalyst, SMEs in cohorts) ¹⁵⁶ | 40 | 30 | 13 | Not reported | |

Brand

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

KPI #1: Welcoming the world to iconic events and experiences

Attendance and economic impact of Calgary events

| INDICATOR | ATTENDANCE | | | ECONOMIC IMPACT | | | DATA AVAILABILITY |
|---------------------------------|------------|-------|------|---------------------|---------------------|---------------------|-------------------|
| | 2024 | 2023 | 2022 | 2024 | 2023 | 2022 | |
| Chinook Blast ¹⁵⁷ | 433K | 373K | 410K | \$15.7M | \$13.48M | \$8.2M | Annually |
| Calgary Stampede ¹⁵⁸ | 1.48M | 1.38M | 1.2M | 83% hotel occupancy | 85% hotel occupancy | 90% hotel occupancy | |

KPI #2: Celebration of global festivities¹⁵⁹

| INDICATOR | 2024 | 2023 | 2022 | DATA AVAILABILITY |
|--|------|------|------|-------------------|
| Subsidized events by the City of Calgary | 147 | 108 | 90 | Annually |

KPI #3: Indigenous and multicultural tourism experience¹⁶⁰

| INDICATOR | 2024 | 2023 | 2022 | DATA AVAILABILITY |
|--------------------------------|------|------|------|-------------------|
| Indigenous tourism experiences | 12 | 12 | 12 | Annually |

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

KPI #1: Local, national and international perceptions of Calgary¹⁶¹

| INDICATOR | BUSINESS LEADERS | | | | TECH / KEY SECTOR WORKERS | | | | DATA AVAILABILITY |
|--|------------------|--------------|--------------|--------------|---------------------------|--------------|--------------|--------------|-------------------|
| | 2024 | 2023 | 2022 | 2021 | 2024 | 2023 | 2022 | 2021 | |
| Favourable impression of Calgary | 83% | 82% | 90% | 89% | 70% | 70% | 72% | 69% | Annually |
| Calgary is becoming a new hub for technology and innovation | 58% | 59% | 74% | 68% | Not surveyed | Not surveyed | Not surveyed | Not surveyed | |
| Calgary has a diverse economy | 62% | 59% | 76% | 70% | 43% | 49% | 51% | 47% | |
| Would consider expanding to Calgary | 37% | 42% | 55% | 48% | Not surveyed | Not surveyed | Not surveyed | Not surveyed | |
| Canadian workers would consider moving to Calgary | Not surveyed | Not surveyed | Not surveyed | Not surveyed | 54% | 52% | 56% | 44% | |
| There are a wide variety of career opportunities - not just an energy city | 65% | 66% | 80% | 74% | 48% | 52% | 57% | 53% | |
| Calgary is a diverse and inclusive city | 70% | 66% | Not surveyed | Not surveyed | 48% | 52% | 61% | Not surveyed | |
| Calgary is a place to build a career | 72% | 72% | Not surveyed | Not surveyed | 54% | 61% | 58% | Not surveyed | |

Priority 3: Share Calgary’s story as an ambitious city full of energy, optimism, and opportunity.

KPI #1: Earned media about Calgary as a city of opportunity¹⁶²

| INDICATOR | 2024 | 2023 | 2022 | 2021 | 2020 | DATA AVAILABILITY |
|----------------|-------|-------|-------|-------|------|-------------------|
| Media mentions | 2,879 | 2,924 | 2,609 | 1,882 | 836 | Annually |

KPI #2: Amplification of stories about Calgary¹⁶³

| INDICATOR | 2024 | 2023 | 2022 | DATA AVAILABILITY |
|---------------------------|---------|---------|---------|-------------------|
| Social media engagements | 211,207 | 156,328 | 193,611 | Annually |
| Newsroom story page views | 90,857 | 79,449 | 101,813 | |

Endnotes

1. Statistics Canada. Consumer Price Index: Annual review, 2024.
2. Statistics Canada. Table 17-10-0148-01 Population estimates, July 1, by census metropolitan area and census agglomeration, 2021 boundaries, <https://www150.statcan.gc.ca/t1/tbl1/en/tv.action?pid=1710014801>.
3. Statistics Canada. Table 14-10-0461-01 Labour force characteristics by census metropolitan area, annual, <https://www150.statcan.gc.ca/t1/tbl1/en/tv.action?pid=1410046101>.
4. Conference Board of Canada. Due to data availability and timelines numbers, represent 2024 GDP forecast census metropolitan areas. Official numbers expected to be available June 2025.
5. Statistics Canada. Table 43-10-0030-01 Immigrant tax filers by economic outcomes and tax year, census metropolitan areas, 2022 constant dollars. Please note there is a two-year delay in data availability. 2022 is the most recently year data is available for.
6. Includes total immigrants sponsored by family and economic immigrants (principal applicant, spouse, and dependent).
7. Includes refugee and non-economic immigrant pathways.
8. Data provided by TalentED YYC.
9. This data is from TalentED YYC 2023, Postings were generated for the TalentED YYC portal starting in March and prior to the portal's official launch date. As the TalentED YYC team developed employer relationships throughout Spring/Summer 2023, there was an increase in traditional WIL opportunities generated in Q3 which aligned with the start of the Fall 2023 term for post-secondary students. Traditional WIL includes Co-op, Project, Mandatory Professional Practicum, Community service learning, Field Placement and Internship.
10. Project total represents the period of February 2023 – March 10, 2025.
11. Traditional WIL opportunities generated and posted to the TalentED YYC portal.
12. Students enrolled in Traditional WIL placements. This number is not comprehensive, due to challenges with validating and tracking this data.
13. Traditional WIL opportunities generated for students from an equity group.
14. Unique and returning employers who have posted to the TalentED YYC portal.
15. Statistics Canada. Table 17-10-0148-01 Population estimates, July 1, by census metropolitan area and census agglomeration, 2021 boundaries, <https://www150.statcan.gc.ca/t1/tbl1/en/tv.action?pid=1710014801>.
16. Economic Intelligence Unit (EIU) The Global Livability Index 2024. EIU's livability index quantifies and ranks the challenges presented to an individual's lifestyle and standard of living in 173 cities worldwide.
17. For students under 18, the minimum wage is \$13/hour for the first 28 hours. Anything beyond 28 hours a week must be paid at \$15/hour.
18. Vibrant Communities Calgary. Calgary's Living Wage Reports: <https://enoughforall.ca/resources/living-wage/>.

19. Calgary Foundation, 2024 Quality of Life Report.
20. Sense of belonging was reported differently in 2022. Reported on “healthy sense of belonging”.
21. Calgary Economic Development. External Perceptions Final Report, 2024. Markets surveyed: Canada and U.S.
22. Please note, this section references data from 2023 due to the timing of data availability. Data for 2024 from CADA will be included in next year’s report.
23. Stone-Olafson, 2022 Citizen Engagement Survey.
24. Stone-Olafson, Phase 3 Report, Spotlight on Arts Audiences.
25. Calgary Foundation, 2024 Quality of Life Report.
26. Data provided by The Calgary Airport Authority.
27. Data retrieved from FP500+800 databases (Top 500+Next 300 largest corporations). Data is released annually in August reflecting numbers from the previous year. This number represents 2023 data as the most recent number available.
28. Calgary Economic Development External Perceptions Final Report, 2024. Markets surveyed: Canada and U.S.
29. This data was provided by Start Alberta, Dealroom.co. Data is current as of March 3, 2025.
30. Canadian Venture Capital & Private Equity Association (CVCA), 2024 Canadian Venture Market Overviews.
31. Data provided by Platform Calgary. Due to the optional nature of diversity questions, response rates may vary for each statement.
32. Calgary Economic Development External Perceptions Final Report 2024. Markets survey: Canada and U.S.
33. Statistics Canada. Canada’s Indigenous population.
34. Statistics Canada. Table 43-10-0030-01 Immigrant tax filers by economic outcomes and tax year, census metropolitan areas, 2022 constant dollars. Please note there is a two-year delay in data availability. 2022 is the most recently year data is available for.
35. The data looks at the 5-year average of the median employment income from when an immigrant was admitted. The 5-year average is calculated by looking at the previous 5-years of employment income by immigrants admitted in each past year. E.g. The average median employment income of immigrants for 2022 is the average of the median employment income for immigrants admitted in 2017-2021.
36. Includes total immigrants sponsored by family and economic immigrants (principal applicant, spouse, and dependent).
37. Includes refugee and non-economic immigrant pathways.
38. Retention rate represents the percentage of immigrant tax filers continuing their residence in the geographical area (province or census metropolitan area as designated) of intended destination geography, in year X. This does not consider immigrants migrating in from another destination. Youth retention rate is measured by interprovincial and international migration. This data is on a two-year lag.

39. Statistics Canada. Table 43-10-0022-01 Mobility of immigrant tax filers by census metropolitan areas and tax year. This data is on a two-year lag. The most recent data was released in 2024 but the most recent year available is 2022.
40. Retention Rate of immigrants aged 15 to 24 years, admitted year 2017, by VECTOM: 2022 (most recent data).
41. Retention Rate of immigrants aged 15 to 24 years, admitted year 2016, by VECTOM: 2021.
42. Retention Rate of immigrants aged 15 to 24 years, admitted year 2016, by VECTOM: 2020.
43. Retention Rate of immigrants aged 15 to 24 years, admitted year 2016, by VECTOM: 2019.
44. Retention Rate of immigrants aged 15 to 24 years, admitted year 2016, by VECTOM: 2018.
45. Custom dataset from Statistics Canada, 2024.
46. Fewer than 250 explicitly identified Indigenous people work in leadership positions in Calgary based on NOC classification. The exact number is not available currently as the number is suppressed and does not meet the threshold of confidentiality. This is consistent with findings from the last two years.
47. City of Calgary School Enrolment Data: <https://data.calgary.ca/Demographics/School-Enrolment-Data/9qye-mibh>.
48. Government of Alberta's Open Data dataset, Full Load Equivalent (FLE) enrolment within the Alberta post-secondary education system: <https://open.alberta.ca/opendata/system-wide-fle-enrolment-within-the-alberta-post-secondary-education-system>.
49. Government of Alberta's Open Data dataset, Program completions within the Alberta post-secondary education system: <https://open.alberta.ca/dataset/system-wide-program-completions-within-the-alberta-post-secondary-education-system>.
50. Data provided by TalentED YYC.
51. Opportunities generated includes the number who registered for the Innovative WIL activity.
52. Project total represents the period of February 2023 – February 2025.
53. Innovative WIL includes novel forms of WIL that fall outside of the traditional categories. For example, boot camps, design competitions, simulated WIL, and industry projects. TalentED YYC began tracking innovative WIL experiences in July 2023.
54. Based on student responses from a voluntary pre-survey that was administered to students participating in an innovative WIL opportunity supported by TalentED YYC. Since the pre-survey was optional, the metric does not capture responses from all student participants.
55. Data provided by TalentED YYC.
56. Project total represents the period of February 2023 – March 10, 2025.
57. This data is from TalentED YYC 2023, Postings were generated for the TalentED YYC portal starting in March and prior to the portal's official launch date. As the TalentED YYC team developed employer relationships throughout Spring/Summer 2023, there was an increase in traditional WIL opportunities generated in Q3 which aligned with the start of the Fall 2023 term for post-secondary students. Traditional WIL includes Co-op, Project, Mandatory Professional Practicum, Community service learning, Field Placement and Internship.
58. Traditional WIL opportunities generated and posted to the TalentED YYC portal.

59. Students enrolled in Traditional WIL placements. This number is not comprehensive, due to challenges with validating and tracking this data.
60. Traditional WIL opportunities generated for students from an equity group.
61. Unique and returning employers who have posted to the TalentED YYC portal.
62. Statistics Canada. Table 17-10-0149-01 Components of population change by census metropolitan area and census agglomeration, 2021 boundaries
63. Net population increase is the sum of natural increases, inter-provincial migration and international migration.
64. Intra-provincial migration refers to the migration of individuals from other parts of Alberta to Calgary.
65. Inter-provincial migration refers to migration from other provinces into Calgary.
66. International migration refers to number of immigrants arriving in Calgary.
67. This data was retrieved by using annual Statistics Canada employment numbers divided by Statistics Canada labour force size to get employment rate by industry.
68. Data retrieved from Calgary Economic Development end of year Balanced Scorecard 2024. Includes direct jobs created/retained/expanded for all sectors and based on a forecasted three-year job count.
69. Data provided by the City of Calgary.
70. Data represents 2023 actuals as the 2024 actuals for city-wide greenhouse gasses will not be available for report's release.
71. Data provided by the City of Calgary: https://data.calgary.ca/Environment/Community-wide-Greenhouse-Gas-GHG-Inventory/m7gu-3xk5/about_data
72. Data represents 2023 actuals as the 2024 actuals for city-wide greenhouse gasses will not be available for report's release.
73. Data provided by the City of Calgary: Data is annual additions to the grid and not cumulative capacity.
74. Data provided by the City of Calgary. 2023-2026 Cross-Corporate Climate Budget (as of December 31, 2024). The Climate Budget decreased by \$3M during the Mid-Cycle Adjustments to the 2023-2026 Service Plans and Budgets.
75. Data provided by the City of Calgary. Data includes completed solar projects and projects where a permit has been issued, but construction may not be completed yet OR the post-construction inspection is not complete.
76. Statistics Canada. Table 98-10-0308-01 Visible minority by immigrant status and period of immigration: Canada, provinces and territories, census metropolitan areas and census agglomerations with parts. Data is current as of the 2021 census. Updated data will be available with the release of the 2026 census.
77. Calgary Economic Development External Perceptions Final Report, 2024. Markets surveyed: Canada and the U.S.
78. 2023 and 2022 data is in response to the statement "Calgary is a diverse and inclusive city". The statement changed slightly for 2024.
79. Agree/Strongly agree with the statement that "Calgary is a diverse city" .

80. Agree/Strongly agree with the statement that “Calgary is a diverse city”.
81. City of Calgary’s 2024 Fall Survey of Calgarians - Final Report: <https://www.calgary.ca/content/dam/www/research-and-data/survey-calgarians/2024-fall-survey-of-calgarians.pdf>.
82. Data provided by Calgary Housing.
83. Decrease due to Bridgeland property closing for a renewal. This has resulted in a temporary reduction in the unit count until the property comes back online.
84. These are approximate waitlist numbers at the end of December 2024.
85. These are approximate waitlist numbers at the end of December 2023.
86. These are approximate waitlist numbers at the end of December 2022.
87. Data is current as of the 2021 census. Updated data will be available with the release of the 2026 census. Statistics Canada. Table 1 Population and population growth rate of primary downtowns, 2016 to 2021 (3901). <https://www150.statcan.gc.ca/n1/daily-quotidien/220209/t001b-eng.htm>. n
88. Per cent of the total population (46,763 people).
89. Calgary Foundation, 2024 Quality of Life Report.
90. Sense of belonging was reported differently in 2022. Reported on “healthy sense of belonging”.
91. Sense of belonging was reported differently in 2021 and 2020. Reported on “strong sense of belonging”.
92. Vibrant Communities Calgary- Calgary’s 2024 Living Wage Report: <https://enoughforall.ca/projects/calgarys-living-wage-2024>.
93. Data provided by The City of Calgary.
94. Data for 2023 has not been published as of time of writing. Most recent available and updated data is from 2022.
95. City of Calgary’s 2024 Fall Survey of Calgarians - Final Report: <https://www.calgary.ca/content/dam/www/research-and-data/survey-calgarians/2024-fall-survey-of-calgarians.pdf>.
96. This indicator was not measured in the City of Calgary’s 2024 Fall Survey of Calgarians.
97. Data provided by the City of Calgary unless otherwise indicated.
98. Data was not available at time of report publication.
99. Number reported on is a 60-year-target.
100. Data was not available at time of report publication.
101. Data was not available at time of report publication.
102. City of Calgary’s 2024 Spring Survey of Calgarians - Final Report: <https://www.calgary.ca/content/dam/www/cfod/csc/documents/cit-sat/2024-Spring-Survey-of-Calgarians-Final-Report.pdf>.
103. Economic Intelligence Unit (EIU) The Global Liveability Index 2024. EIU’s liveability index quantifies and ranks the challenges presented to an individual’s lifestyle and standard of living in 173 cities worldwide.
104. Trip Advisor “Things to do in Calgary”, data current as of February 11, 2025

105. Data provided by City of Calgary. This is a new metric The City will be tracking through GamePLAN, more exact data will be available moving forward. The City and partners operate over 250 publicly accessible recreation facilities, including aquatic and fitness centres, leisure centres, outdoor pools, arenas, indoor and outdoor sport fields and courts, skateparks, art centres, golf courses and the Glenmore Sailing School.

106. Data provided by City of Calgary. This is a new metric The City will be tracking through GamePLAN, more exact data will be available moving forward. The City is engaged in nearly 200 recreation-focused partner relationships involving City land and buildings, operating and/or capital funding. Partnerships with regional recreation centres like the YMCAs, Vivo for Healthier Generations, Westside Recreation Centre, MNP Community and Sport Centre, Trico Centre for Family Wellness, Cardel Rec South, Vecova and the Genesis Centre are how The City provides recreation opportunities in those areas. Other City-owned facilities are leased to partners to provide more localized, community-based services, including several outdoor pools operated by the Calgary Outdoor Swimming Pool Association. Many other recreation facilities are operated by Community Associations and Social Recreation Organizations on City-owned land.

107. Data provided by the City of Calgary. Includes attendance for Admissions, Pass/Punchcard Scans, Registered Programs and Booking visits for all Rec sites (Arenas, Athletic Parks/Soccer Centre, Leisure Centres, Pools and Sailing school) excluding Arts Centres. Increase in the numbers from 2022 to 2023 is due to COVID recovery.

108. Data provided by the City of Calgary.

109. Data provided by the City of Calgary

110. Data provided by Calgary Arts Development and represents attendance at Calgary based events only.

111. Data collected from January 1-December 31, 2023.

112. Data collected from January 1-December 31, 2022.

113. Data collected from January 1-December 31, 2021.

114. Data collected from January 1-December 31, 2020.

115. Data collected from January 1-December 31, 2019.

116. Data provided by TELUS Convention Centre.

117. Due to continued COVID restrictions in Q1 of 2022, these event numbers reflect events from Q2-Q4.

118. Data provided by TELUS Convention Centre. This number reflects direct, indirect and induced impact.

119. Due to continued COVID restrictions in Q1 of 2022, these event numbers reflect events from Q2-Q4.

120. Data provided by Tourism Industry Association Alberta and the Calgary Hotel Association and represents numbers for Calgary and area.

121. Data is reported on a 2-year lag. Most current data reflect 2023 numbers.

122. Data retrieved from Calgary Economic Development end of year Balanced Scorecard, 2024. DME stands for Digital Media Entertainment. Production spend in 2023 was negatively impacted by the US Writer's & Actor's union strikes which paused all US based productions in our region for approximately 6 months.

123. Data provided by The Calgary Airport Authority.

124. CBRE - Calgary Downtown Office Report Q4 2024, CBRE Research.
125. Building class describes the condition/quality of a building. For example, "A" class represents the best of the best, with B, and C next in line. The building class will be determined based on things like recent renovations, how old it is, access, amenities etc.
126. 2022 numbers represent total for each submarket.
127. CBRE - Calgary Industrial Report Q4 2024, CBRE Research.
128. Data from the City of Calgary.
129. The decline in living lab projects can be attributed to the fact that the new definition excludes community partnership projects and access requests for Point Trotter/Shepard. However, the definition for 2022 and earlier does encompass the East Shepard site (ESDOA).
130. Drone site requests (122) and unique living lab requests (37).
131. RPAS site utilization = # of Days and Hours booked at Point Trotter and Shepard site.
132. Data from The City Of Calgary.
133. Data retrieved from FP500+800 databases (Top 500+Next 300 largest corporations). Data is released annually in August reflecting numbers from the previous year. This number represents 2023 data as the most recent number available.
134. Data retrieved from Calgary Economic Development end of year Balanced Scorecard 2024.
135. Calgary Economic Development External Perceptions Final Report, 2024. Markets surveyed: Canada and U.S.
136. Data provided by City of Calgary.
137. Data provided by City of Calgary Business and Economic Activity. Data for commercial non-residential buildings (warehouse, offices, retail shop, etc.) only. Permit processing times were calculated by averaging the time between application date and issued date in each respective year. "New" is for new projects when a new building permit is issued. "Addition" is for when a permit is added to an existing project.
138. This data was provided by Start Alberta, Dealroom.co. Data is current as of February 2025
139. Canadian Venture Capital & Private Equity Association (CVCA), Venture Capital Canadian Market Overview, 2023 Year-In-Review report.
140. Data provided by Platform Calgary. Due to the optional nature of diversity questions, response rates may vary for each statement.
141. Statistics Canada. Table 98-10-0454-01 Occupation (STEM and non-STEM) by visible minority, generation status, age and gender: Canada, provinces and territories, census metropolitan areas and census agglomerations with parts. Data is current as of the 2021 census. Updated data will be available with the release of the 2026 census.
142. CBRE: Scoring Tech Talent 2024.
143. CBRE: Scoring Tech Talent 2024.
144. CBRE: Scoring Tech Talent 2024.

145. Data provided by Platform Calgary. The Global Startup Visa Program is a revamped program that combines the previous Startup Visa program and Foreign Graduate Entrepreneur program, 2023 was the first year for this new program, which impacted application numbers as applications were closed for some time as the program was redesigned.
146. Immigration Refugees and Citizenship Canada (IRCC), RDB Temporary Residents January 31, 2025. Data are preliminary estimates and are subject to change. Based off 5-digit NOC codes in 2022.
147. Canada's Top 100 Corporate R&D Spenders 2024 list. Numbers are expressed in thousands of dollars and are reported with a one year delay.
148. Spend in 2023, reported in 2024. Nine Calgary-based headquartered companies included on the list: Imperial Oil Ltd., Syncrude Canada Ltd., Pason Systems Inc., Computer Modelling Group Ltd., Blackline Safety Corp., Oncolytics Biotech Inc., TC Energy, Exro Technologies Inc., Willow Biosciences Inc.
149. Spend in 2022, reported in 2023. Eight Calgary-based headquartered companies included: CNRL Ltd., Imperial Oil Ltd., TC Energy corp., Syncrude, Pason Systems inc., Blackline Safety corp., Computer Modeling Group, Oncolotics Biotech inc. Suncor was not included on the list causing the lower numbers compared to the previous year.
150. Spend in 2021, reported in 2022. 11 companies headquartered in Calgary.
151. Spend in 2020, reported in 2021. 11 companies headquartered in Calgary.
152. Spend in 2019, reported in 2020. Nine companies headquartered in Calgary.
153. Data provided by University of Calgary (national and international corporations), SAIT (Applied Research and Innovation Services division) and Bow Valley College. Numbers are an aggregate of all three.
154. Data provided by University of Calgary.
155. Data will be available in June 2025.
156. Data provided by Mount Royal University and includes the number of Calgary SMEs that have participated in cohorts. More info on the Growth Catalyst program can be found on the website: <https://www.growthcatalyst.ca/cohorts>.
157. Data provided by Chinook Blast Summary Report: <https://www.chinookblast.ca/wp-content/uploads/2024/06/Chinook-Blast-Summary-Report-2024-FINAL.pdf>.
158. Attendance data provided by The Calgary Stampede and economic impact data provided by the Calgary Hotel Association.
159. Data provided by The City of Calgary.
160. Data retrieved from the Indigenous Tourism Alberta website: <https://indigenoustourismalberta.ca/>
161. Calgary Economic Development External Perceptions Final Report, 2024. Markets surveyed: Canada and U.S.
162. Calgary Economic Development 2023 Digital Analytics Review.
163. Calgary Economic Development 2023 Digital Analytics Review. Social media channels include LinkedIn, Twitter, Facebook, Instagram





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