

uplook

AN ACTION
PLAN FOR
OUR ECONOMY



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Land Acknowledgement

In the spirit of respect, reciprocity, and truth, we acknowledge that there have been Indigenous economies and Indigenous economic development in the Treaty 7 region since time immemorial.

We acknowledge that we gather in the home of the Siksikaitstapi (Blackfoot Confederacy) who are comprised of the Siksika, Kainai and Piikani Nations, the îethka Nakoda (Stoney Nakoda) who are comprised of Bearspaw, Chiniki and Goodstoney Nations, and the Tsuut'ina Nation.

The city of 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 commit to support actions and strategies that create tangible benefits for Indigenous Peoples towards economic prosperity.



Introduction

Calgary is located along the foothills of the Rocky Mountains in Alberta at the meeting point of the Bow and Elbow rivers. Anything is possible here. We're an opportunity-rich city home to creative innovators, dreamers, visionaries and game changers. We're bold and relentless in our pursuit of possibilities.

Building upon a foundation as a centre of excellence in all things energy, Calgary continues to diversify its economy with leading global corporations and innovative local companies and startups across many industries.

From global challenges like cleaner energy, safe and secure food, the efficient movement of goods and people, and better health solutions, to advancements in the creative industries, financial services and technologies yet to be discovered – Calgary is changing with the world and helping change the world.

Uplook: An action plan for our economy sets out to achieve an ambitious vision for our city. A vision that creates long-term prosperity and opportunities for all.

Evolving through continuous engagement with Calgarians, Uplook is a path forward toward economic diversification and an economy that is inclusive and accessible for everyone.

Charting a course for a city's economy is a challenge at any time and as global leaders we are embracing a fast-changing world with a dynamic pathway.

To ensure Calgary is positioned for the future, Calgary Economic Development pressure-tested the strategy with more than 700 community members and business leaders in 2021.



Calgary is the place where bright minds and big ideas come together with an unmatched spirit to help solve global challenges.



An inclusive vision

Uplook is an inclusive vision that represents the community's aspirations.

Calgary is a place where if you can dream it, you can do it. A welcoming community that makes things happen, together. A place where creative people and innovative companies converge to make an impact and change the world.

Calgary is the place where bright minds and big ideas come together with an unmatched spirit to help solve global challenges.

Our Commitment

Indigenous Reconciliation

We acknowledge there have been Indigenous economies and economic development in the Treaty 7 region since time immemorial.

A strong Indigenous economy is vital to Calgary's long-term prosperity. Our vision for Economic Reconciliation is an equitable future for Indigenous Peoples, businesses and communities.

We are committed to supporting meaningful action towards Indigenous Reconciliation and the removal of systemic barriers to opportunity.

We strive to follow and encourage adoption of recommendations in the Calgary Aboriginal Urban Affairs Committee's [*White Goose Flying Report*](#), [*The Truth and Reconciliation Commission of Canada Calls to Action*](#), the [*United Nations Declaration on the Rights of Indigenous Peoples*](#).



As a community, we are committed to making real and intentional progress across EDIA and Indigenous Reconciliation so everyone can participate in all aspects of the economy.

Equity, Diversity, Inclusion and Accessibility



Equity, Diversity, Inclusion and Accessibility (EDIA) are embedded into every facet of Uplook. It aims to help dismantle the barriers that confront people from historically underrepresented and marginalized communities and create opportunities for systemic change. We hold ourselves and our community accountable through reporting on metrics related to diversity in startup leadership, Reconciliation efforts, and the economic participation of newcomers and equity-deserving groups.

As a community, we are committed to making real and intentional progress across EDIA and Indigenous Reconciliation so everyone can participate in all aspects of the economy.

Key Drivers | Goals

The strategic framework is comprised of five interconnected key drivers and goals that support a future-proof, sustainable economy for Calgary. Tested against global trends and through future scenario planning, these five drivers must work in tandem to create enduring prosperity.



Talent

Be the home to bright minds.

Livability

Be the best place to build a life.

Business Environment

Be the top location for business.

Innovation

Be a creative hub.

Brand

Be an iconic city.



Transformational Initiatives

As a community, we can achieve our vision and the priorities in each driver through tangible Transformational Initiatives. These Transformational Initiatives advance multiple economic drivers.

Transformational Initiatives are projects that contribute to our community achieving the key priorities within Uplook. What makes them distinct is:

- Their impact can be seen across and/or involve multiple economic drivers within the strategy,
- These projects create a systems-level impact,
- These are collaborative projects (undertaken by multiple community partners), and
- These projects provide scalable solutions (can grow).

The list of Transformational Initiatives may change and evolve over time based on community needs and our progress on the action plan.

How will we measure progress?

To implement and improve Transformational Initiatives, progress is measured through the tracking of Key Performance Indicators (KPIs) detailed under each priority. We report on progress annually to Calgary's City Council and the annual reports can be found at UplookCalgary.com.

	Talent	Livability	Business Environment	Innovation	Brand
<u>TalentED YYC</u>					
<u>EDGE UP & digital skills training</u>					
Micro-credentialling					
<u>Live Tech, Love Life</u>					
<u>LearningCITY</u>					
<u>Greater Downtown Plan</u>					
<u>ActiveCITY</u>					
<u>Climate Resilience Strategy</u>					
<u>CreativeCITY</u>					
<u>Experience Economy</u>					
Nighttime Economy					
<u>Living Labs & pilot areas</u>					
<u>Sector-specific permitting supports</u>					
<u>Open Calgary</u>					
<u>Film-friendly tax incentives</u>					
Innovation Future					
<u>Attracting R&D investment, centres of excellence, accelerators and incubators</u>					
<u>Opportunity Calgary Investment Fund</u>					
<u>Trade Accelerator Program YYC</u>					
Collaborative brand initiatives					
Unified storytelling					
<u>Calgary Film Commission</u>					



Driver Talent

GOAL : Be the home to bright minds.



Transformational Initiatives

[TalentED YYC](#)

[EDGE UP and digital skills training](#)

[Micro-credentialling](#)

[Live Tech, Love Life](#)

[LearningCITY](#)

The economic prosperity of a community comes from its people. Calgary is a people-first city. We support a learning ecosystem that develops exceptional homegrown talent who think creatively, adapt and thrive in a fast-changing world.

We are a magnet for young talent with an ambitious mindset for making a global impact. Bright minds come together here to dream big, start an adventure and build something great.

Priorities

1. Be a welcoming city where everyone can grow their careers.
 - ✓ KPIs
 - Economic participation of newcomers
 - Youth retention and migration
 - Diverse and Indigenous representation in leadership
2. Provide adaptive, future-focused learning opportunities that empower life-long skills development.
 - ✓ KPIs
 - Level of education attained (K-12, post-secondary, continuing education / skills development)
 - STEAM (Science, Technology, Engineering, Arts and Mathematics) training programs
3. Attract people who want to make a difference, create solutions and change the world.
 - Availability and participation in non-traditional learning (micro-credentialling, work-integrated learning)
 - Indigenous training and business acceleration program participation
 - ✓ KPIs
 - Population growth
 - Employment rates across diverse sectors
 - FDI (Foreign Direct Investment) and jobs created



Driver Livability

GOAL : Be the best place to build a life.



Transformational Initiatives

[Greater Downtown Plan](#)

[ActiveCITY](#)

[Climate Resilience Strategy](#)

[CreativeCITY](#)

[Experience Economy](#)

Nighttime Economy

Calgary consistently ranks as a top livable city in the world. We are building vibrant, inclusive and connected communities where people of all backgrounds are welcome and have the opportunity to enjoy a high quality of life.

Our lifestyle is active and we are home to the most extensive urban pathway and bikeway system in North America. A rich arts and culture scene and quick access to breathtaking vistas, including the Rocky Mountains, is enjoyed by locals, visitors – and the global film industry. A revitalized downtown with iconic public spaces is a gathering place for our communities and a hub for business.

Priorities

1. Build a city with a net zero economy.
 - ✓ KPIs
 - Carbon emissions
 - Renewable electricity usage
 - Energy transition and climate change investment
2. Create a city where everyone is welcome, safe and able to build a meaningful life.
 - ✓ KPIs
 - Diversity of population
 - Perception of safety across dimensions of diversity
 - Affordable housing
 - Percentage of the population living downtown
 - Perception of quality of life
3. Build vibrant, healthy and accessible communities.
 - ✓ KPIs
 - Accessible communities and infrastructure
 - Perceptions of amenity-rich communities
 - Convenient and accessible transit and modes of transportation
 - Global livability score
4. Be known as an inviting city with year-round experiences for everyone to enjoy.
 - ✓ KPIs
 - Accessible recreation programs and participation
 - Public arts, culture and entertainment events
 - Tourism and visitor economy
 - Number of film and TV productions

Driver

Business Environment



GOAL : Be the top location for business.



Transformational Initiatives

[Living Labs and pilot areas](#)

[Sector-specific permitting supports](#)

[Open Calgary](#)

[Film-friendly tax incentives](#)

Businesses are the heart of a city's economy. Being the ideal location of choice to start and scale ventures means advocating for the business community. In Calgary, there's a collaborative spirit and the right infrastructure for businesses to start, grow, invest and go global. We encourage and enable businesses to experiment, innovate and make data-driven decisions.

Calgary is Western Canada's leading inland port and connects businesses with millions of customers every day. There's a passion to support local and a commitment to help each other soar to new heights. Calgary is where big ideas can become billion-dollar enterprises.

Priorities

1. Build a globally and digitally connected city.
 - ✓ KPIs
 - 5G and digital connectivity
 - Physical connectivity (air access, cargo volumes, ground and rail transportation)
 - Digital transformation spend
 - Commercial / Industrial real estate
2. Be a place where businesses are encouraged to test and use technology and data to start, grow and thrive.
 - ✓ KPIs
 - Technology pilots and testing areas
 - Open datasets and shared business intelligence
 - Number of headquarters per capita
3. Champion efficient and effective policies supporting business practices.
 - ✓ KPIs
 - Companies retained, attracted, expanded
 - Perception that it's 'easy to do business' in Calgary
 - Efficient business, development and building permits process



Driver
Innovation

GOAL : Be a creative hub.



Transformational Initiatives

Innovation Future

[Attracting R&D investment, centres of excellence, accelerators and incubators](#)

[Opportunity Calgary Investment Fund \(OCIF\)](#)

[Trade Accelerator Program YYC](#)

Calgary is a community that nurtures creativity in all sectors and facets of life. **New ideas. New solutions. New perspectives.**

Innovation – whether social, creative or technological – is the currency of the future and Calgary is embracing the opportunity. We’re a city with an accelerating startup and tech ecosystem where cutting-edge research is used to solve challenges here at home and around the world. This city is a living lab primed for eureka moments where your creative spark can ignite a community into action.

Priorities

1. Build an environment where Calgary companies can accelerate and scale to compete globally.
 - ✓ KPIs
 - Number of startups and technology companies in Calgary
 - Number of venture deals and total capital funds
 - Diversity of startup leadership
2. Be a magnet for innovative and creative thinkers by investing in development and attraction opportunities.
 - ✓ KPIs
 - Number and diversity of workers in STEAM fields
 - Number of applicants for visas in tech immigration programs
3. Accelerate real-world application of research and development through corporate investment and Post-Secondary Institution (PSI) collaboration.
 - ✓ KPIs
 - Corporate R&D spend
 - Sponsored research (by companies with PSIs)
 - PSI spin out companies



Driver Brand

GOAL : Be an iconic city.



Transformational Initiatives

Collaborative brand initiatives

Influencing reputation and perceptions

Unified storytelling

[Calgary Film Commission](#)

Calgary was incorporated in 1884 and is a growing, multicultural city renowned for its community spirit, Olympic legacy and legendary hospitality. A gateway to the Rocky Mountains where the Bow and Elbow rivers meet, Calgary is a gathering place of diverse perspectives where people strive to make a difference, create equity, economic well-being and prosperity.

We welcome the world to experience our unforgettable events and attractions to explore our city and call Calgary home. Together, Calgarians make the extraordinary happen.

Priorities

1. Demonstrate Calgary is a vibrant and inclusive community with a global perspective.
 - ✓ KPIs
 - Welcoming the world to iconic events and experiences
 - Celebration of global festivities
 - Indigenous and multicultural tourism experiences
2. Tell a unified story to strengthen consistent and unique identity here and everywhere.
 - ✓ KPIs
 - Collaborative brand awareness initiatives
 - Local and international perceptions of Calgary
3. Share Calgary's story as an ambitious city full of energy, optimism and opportunity.
 - ✓ KPIs
 - Earned media about Calgary as a city of opportunity
 - Amplification of stories about Calgary
 - Positive sentiment of media coverage

One Calgary

This is an exciting time to be in Calgary and we invite you to be part of the future. Together, Calgary has grown its global reputation as a great place to make a living and a great place to make a life.

Government, business and community partners all support the mission to advance opportunities to achieve economic success, embrace shared prosperity and build a strong community for Calgary.

We are ready to tackle challenges together and make a global impact. Economic development is a collaborative effort and all Calgarians play a part.

How will you transform our city?

Take part and find out how we are tracking and our progress at [UplookCalgary.com](https://uplookcalgary.com).