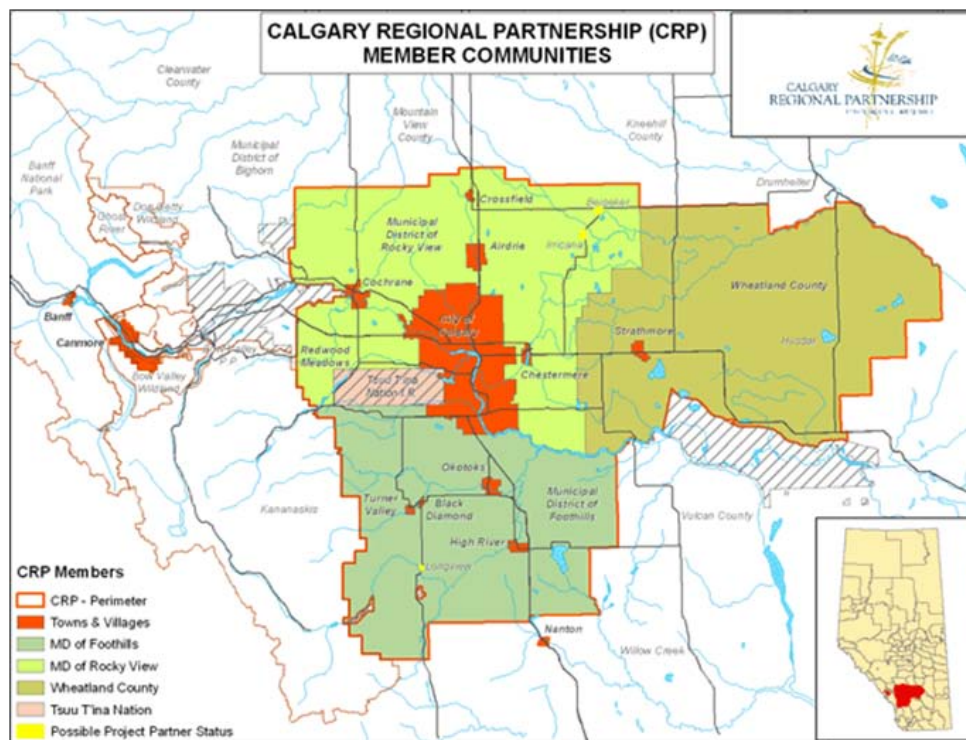


The Report

The Calgary Region has experienced a rapid period of growth in recent years and the expansion of the provincial and Calgary economies has had major impacts across the Region. The city of Calgary has seen significant growth in head office, financial services, professional engineering and other services that support the energy sector and oil sands development. The city's transportation and logistics, aerospace and health care sectors are also expanding. This heightened level of economic activity has contributed to the growth of communities within the broader Calgary Region, which have experienced some of the highest rates of population and employment growth in the country, and the emergence of the Region as an attractive location for business growth and expansion. Despite the recent downturn in the global economy, the Calgary Region continues to be one of the most exciting and dynamic places in the country in which to live and do business.

In light of the impact that this growth is having on local municipalities and by extension the local geography, the Calgary Regional Partnership (CRP) Executive Committee has identified the need for a 10 year Regional Economic Development Strategy that will define and guide the economic development efforts of the organization and build upon the 'economic prosperity' component of the CRP's current vision and mission for the Calgary Region. While economic development activity is ongoing in many communities across the Region including the City of Calgary, the CRP has identified the need for greater regional collaboration and coordination in the delivery of its economic development efforts.



Strategic planning of this nature is one of the most important tools that an economic development organization can use for effective development. It is a means for establishing and maintaining essential

services and programs based on economic opportunities, constraints and the needs of our region within the resources available. It will also:

- help to shape Region's future;
- provide structure for mutually accepted goals and a common agenda;
- define the purpose of the Region at large and its role in achieving stated goals; and
- balance goals and objectives with available resources.

Millier Dickinson Blais has been contracted by the Calgary Regional Partnership to prepare an action oriented and innovative economic development plan that will guide the economic development activities of the Partnership for the next ten years taking into account the ongoing work of the organization, particularly as it relates to the development and implementation of the Calgary Metropolitan Plan, as well as the individual economic development efforts of the CRP member municipalities. The city of Calgary has recently adopted an economic development strategy that will have far reaching implications for the region's efforts at business investment attraction and marketing.

While the Calgary Region is presented with a range of opportunities to drive economic growth, there was a consensus that emerged from stakeholders that framed the strategy and the resulting recommendations – the need to focus on the essential elements of a building and maintaining a sustainable region and economy. This includes fostering and maintaining the region's entrepreneurial business climate, targeting strategic growth opportunities and by enhancing the Region's quality of life through improved access to education and training, and improvements to the region's transportation infrastructure. The direction of this strategy is seen as effectively dovetailing with the intent of the proposed Calgary Metropolitan Plan, which outlines the Partnership's vision for a sustainable region and a concept for its development over the next 60 - 70 years.

There is strong support for economic development and a consistency of priorities that exists across the broader Calgary Region. In this regard, it is essential that Calgary Regional Partnership and by extension a regional economic development strategy be able to add value to this very active economic development environment.

The following strategy has been developed with the activities and capacities of the member municipalities and other economic development stakeholders in mind, looking for opportunities for the Calgary Regional Partnership to lead and where possible collaborate and support the activities of its members. It has also given consideration to where the members themselves can contribute to the strategies and further success of the CRP in the future.

The Vision

We are **working together** to live in **balance** with a **healthy environment**, in **enriched communities**, with **sustainable infrastructure** and a **prosperous economy**.

Working Together

The citizens and leaders of the Calgary Region will feel connected and work proactively together to realize a common vision

Balance

The citizens and leaders of the Region will support each other to achieve community, environmental and economic balance.

Healthy Environment

We will protect natural areas that support biodiversity and rural/urban landscape forms to sustain clean air, water, healthy soil and habitat. The beauty of the Region will be preserved through a culture of conservation and a network of local and regional parks.

Enriched Communities

We will live in diverse communities that have access to services and opportunities. We will be healthy, engaged and educated. Residents will have access to diverse housing options in a safe environment that is inclusive, supportive and connected.

Sustainable Infrastructure

We will have regional development, infrastructure, transportation and waste management systems that are cost effective, efficient and minimize environmental impact. Services will be diverse, accessible and will regionally and municipally seek to achieve net zero waste and reduce consumption. Development patterns will reflect responsible and well coordinated land use planning.

Prosperous Economy

We will have connected diversified urban and rural economies with a workforce that is globally competitive. Our vibrant economy provides sustainable livelihood opportunities. Development patterns are environmentally, socially and financially sustainable.

The Mandate

In order for the Calgary Region to consolidate its position as a vibrant and successful regional economy, it is essential to manage the VISION for sustainable economic growth by pursuing strategies that help both our local and regional infrastructure cope with continued success and protect the social and environment well-being of the Region's residents. Therefore, the **Key Themes** for the Calgary Regional Partnership **Economic Development Strategy** are:

Leadership and Advocacy

While many issues impacting our regional and local economies are beyond the influence of the CRP, the Partnership has an important role to play in representing the interests of the region; providing leadership, ensuring that there is a voice for the region and advocating for change. This may involve representation to member municipalities, to other public agencies, the provincial and federal levels of government.

Marketing and Promotion

One of the key advantages of regional co-operation and coordination is through the delivery of a strong message on the benefits of the wider region. CRP should have a role marketing and promoting the region to both external and internal audiences, demonstrating the strength of the region as a place to do business and assistance available. This activity is not intended to replace marketing and promotional efforts at a local level, but rather to augment and support these by illustrating the strength of the region as a whole.

Monitoring, Scanning and Intelligence

Critical in economic development is maintaining an understanding of the environment in which the economy is operating, as well as detailed information that can assist in delivering economic development activity. CRP will ensure that it has a strong research and analysis function to provide evidence and support for economic development activities, to identify new opportunities and to support future strategy development.

Capacity Building

Economic development capacity and capability varies significantly across the region. In order to deliver balanced growth across the region the Partnership should be assisting the member municipalities in developing and delivering economic development. This will include the sharing of best practices, ideas, and experiences among the member municipalities.

Project Support

CRP will remain involved and from time to time in project specific support in order to resolve issues constraining regional economic development and/or to provide evidence of the need or demand for select economic development activity through the development of pilot projects.

The Strategy

The success of this **Strategy** will be judged by whether the Calgary Region has an economy that generates the **prosperity** needed to support a high **quality of life** for all of the Region's people and communities and makes the most efficient possible use of the resources available to it.

Our Target Sector Priorities

Objective: The Strategy will build on the core competencies that will attract and sustain business investment in the Calgary Region enabling more people to live and work locally. Collectively, we will create strategies that will achieve the goal of net job growth in the Calgary Region and respond to new industries and investment opportunities as they arise.

Building Products

Goal: To lead the province in the attraction of manufacturing investment in the emerging green building products sector and in the integration and use of green building products and technologies.

Transportation and Logistics

Goal: To enhance Calgary Region's position as a key North American transportation and logistics centre.

Agri-Business and Food Industries

Goal: To ensure that our agriculture and food industries are globally competitive, profitable, and sustainable.

Tourism

Goal: To have the Calgary Region recognized for its vibrant tourism industry, with its communities offering a unique, diverse range of rural, natural and cultural tourism experiences.

Our Strategic Economic Development Priorities

Objective: The Calgary Regional Partnership will be a strong advocate of sustainable economic development practices and the primary source for regional economic development information and strategic intelligence on the Calgary Region for both our members and other economic development stakeholders.

Building a Sustainable Region

Goal: To deliver healthy, sustainable, and high quality communities by supporting investment in infrastructure and our urban environments, collaborating around economic development and uniting behind a common vision for the Calgary Region.

Supporting Entrepreneurial Growth

Objective: To create strong partnerships through cooperation and collaboration with other economic development stakeholders to ensure a healthy and vibrant business community and support for the growth of our entrepreneurs.

A Commitment to Workforce Development

Objective: To provide the Calgary Region with a high quality and skilled workforce in support of a growing regional economy, by supporting efforts to increase the region's competitiveness.

Developing a Regional Economic Identity

Objective: To develop an identifiable, dynamic and consistent marketing message that promotes Calgary Region business and industrial strengths, the quality of its workforce and its exceptional liveability factors.