



2009 – 10 Funding report to Alberta
Finance and Enterprise
Grant G10-05 as amended
on March 1, 2010

December 2010



MESSAGE FROM THE CHAIR

As I reflect on this past year, I see how the Partnership has had to adapt and evolve to the diverse needs and challenges with the changes in the economic climate. Two years ago we were working with communities to address their labour shortages, now we are facilitating labour strategies to create jobs. Amongst the challenges come opportunities and our team of skilled economic development practitioners in the region are working together and positioning the Calgary Region for a positive future.

The year 2009-10 marks an important leap forward with the preparation of our Regional Economic Development Strategy. Focused on the next 10 years, this strategy engages in business retention, growth and attraction strategies that will result in jobs created, facilitated and otherwise enabled where people live. The Economic Development Strategy supports the intent and goals of the Calgary Regional Partnership and its Calgary Metropolitan Plan and adopts the principles: “We are working together, living in balance with a healthy environment in enriched communities, with sustainable infrastructure and a prosperous economy.”

We look forward to developing more specific actions from our strategy as we embark on our journey of creating complete communities. As Chair of the partnership, I would like to acknowledge the ongoing commitment and support of our staff, our member communities, consistent funding from Alberta Finance & Enterprise as well as project funding from the Department of Foreign Affairs and International Trade, and Alberta Agriculture and Rural Development. We look forward to another great year!

Sincerely,

Mayor Truper McBride
Town of Cochrane
Chair, Calgary Regional Partnership

TABLE OF CONTENTS

EXECUTIVE SUMMARY.....	4
CRP GOVERNANCE AND STRUCTURE.....	6
CALGARY REGION ECONOMIC PARTNERSHIP FORUM GOVERNANCE & MANAGEMENT:8	
CALGARY REGION ECONOMIC PARTNERSHIP FORUM MEMBERS & COMMUNITIES: ...	9
ECONOMIC DEVELOPMENT GOALS	10
2009-10 ACCOMPLISHMENTS	12
CORE BUSINESS: COLLABORATION AND PARTNERSHIPS.....	12
i. Completion of CRP Regional Economic Development Strategy.....	12
ii. Alignment of the Calgary Metropolitan Plan and Regional Economic Development Strategy.....	12
iii. Lead Sharing Protocol.....	12
iv. Networking & Information Exchange for Members and Staff.....	13
CORE BUSINESS: ENTREPRENEURIAL SUPPORT AND GROWTH	14
i. Employer Workshops.....	14
ii. Green Building Products – Sector Development.....	15
iii. Transportation & Logistics – Sector Development.....	15
iv. Professional & Technical – Sector Development	16
v. Productivity Assessment	16
CORE BUSINESS: REGIONAL MARKETING	17
i. Movie Map – Distribution, Promotion & Feedback.....	17
ii. Updating the CRP Website and Promotional Materials.....	17
iii. Promotional brochures.....	17
ECONOMIC PERFORMANCE – CALGARY REGION:	18
BUDGET REPORT (APRIL 1, 2009 – DECEMBER 31, 2010).....	23

EXECUTIVE SUMMARY

In June 2009 the Calgary Metropolitan Plan was approved by the Calgary Regional Partnership General Assembly. There was recognition by the CRP Executive that the economic development mandate of the CRP is critically important, in particular as it relates to the land use plan and the desire to create long term, sustainable, complete communities.

The Economic Development Forum identified the need to brand itself as the regional economic development body. The 'Calgary Region Economic Partnership' was created (formally the Economic Development Forum) and is an operational branch of the Calgary Regional Partnership. It is focused on the Region's prosperity. Calgary Region Economic Partnership works with member communities to identify strategic opportunities, to attract and support business development and to promote job creation throughout the Region.

With the completion of a new name and logo, the CREP Forum put together a Regional Profile and Lifestyle Brochure to market the region. Electronic and hard copies went to print and distributed locally, nationally and internationally.

Green Building Products is a sector that was identified as a priority in the Regional Economic Development Strategy. A 'Green Building Technologies' brochure and 7 Green Building Products Business Cases were developed, CRP is well underway in positioning the region as a place to do business and has identified plenty of opportunities. The business cases have been produced in hard copy and circulated locally, nationally and internationally. New pages have been created within the CRP website to promote this sector and where individuals can register to obtain these businesses cases and giving us opportunity to follow up on those inquiries. CRP was a partner in the Green Building Products Symposium held December 2009 in Calgary. This event attracted 250 participants and CRP along with the business cases was well profiled.

From early September through mid December 2009, Calgary Region oil and gas, construction, manufacturing, value added processing, and support services were invited to share their views regarding business conditions and issues they faced particularly related to productivity issues. Overall, 102 eligible companies completed the entire on-line survey. An event was held in Calgary to present the survey results and a "2010 Productivity Assessment Survey Results" report was produced in hard and electronic copy for distribution.

One of the major undertakings by the CRP was the completion of a regional economic development strategy. This strategy complimented the foundational work undertaken in previous years, including the economic base analysis. CRP Executive identified the need to integrate the Regional Economic Development Strategy with the Calgary Metropolitan Plan. The Regional Economic Development Strategy Committee (a formal committee of the CRP) reviewed the strategy giving focus of future activities for the next 10 years and how the

sectors and priorities support the Calgary Metropolitan Plan. The strategy was approved by the CRP General Assembly in June 2010.

Additionally, the Economic Development Forum provided a venue for economic development practitioners and government and NPOs to network, exchange information and coordinate regional and provincial priorities. Nine educational sessions were facilitated by the CRP.

The CRP also acknowledged the important role small business plays in the region, particularly in tough economic times. Employment workshops were held throughout the region as a way to promote the Calgary Regional Partnership and offer practical advice to entrepreneurs on how to keep and retain employees in this volatile economy.

The 2009 - 2010 annual report provides detail on how the Calgary Region Economic Partnership is helping fulfill the vision for a prosperous Calgary region economy.

THE CALGARY REGIONAL PARTNERSHIP

The Calgary Regional Partnership (CRP) is a collaboration of 15 member communities who currently represent more than 1.2 million regional residents. Our region includes the City of Calgary and covers approximately 15,000 square kilometres and spans from Banff to Strathmore to Crossfield and south to Nanton. The CRP is an incubator of ideas and a facilitator of collective actions that takes a proactive and inclusive approach to sustainable growth management in the region. The general approach of the CRP rests in bringing our municipalities together to build a broader, common view of the region as a whole and providing tools and support for municipalities to implement actions at the local level. The CRP created the Calgary Region Economic Partnership (CREP), a committee of economic development professionals dedicated to the economic well-being of all communities in the region.

VISION

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

MISSION (CRP)

Community owned and regionally inspired the Calgary Regional Partnership shapes and champions a regional vision. We invent incubate and work together to achieve a

- healthy environment;
- enriched communities;
- sustainable infrastructure; and a
- prosperous economy.

CRP GOVERNANCE AND STRUCTURE

The CRP structure is relatively simple. Each of fifteen members (15 municipalities) has three representatives and three votes at the General Assembly. The General Assembly usually meets twice per year to consider annual business plans and broader policy or major issues. The **General Assembly** is, in effect, the “Board of Directors”.

The **Executive Committee**, is made up of one elected representative from each member, and acts under the guidance of the General Assembly. The Executive Committee generally meets monthly, makes recommendations to the General Assembly and steers projects and project committees. **Project committees**, comprised of elected and/or staff officials, guide the month to month operations of various projects.

CRP Executive Committee Member Communities & Board of Directors:

Community	Representative
Airdrie	Peter Brown
Banff	Karen Sorensen
Black Diamond	Michel Jackson
Calgary	Jim Stevenson
Canmore	Ron Casey
Chestermere	Patricia Matthews, Vice-Chair
Cochrane	Truper McBride, Chair
Crossfield	Nathan Anderson
High River	Emile Blockland
Irricana	Frank Dusome
Nanton	Bill Szabon
Okotoks	Bill Robertson, Secretary-Treasurer
Redwood Meadows	John Welsh
Strathmore	Steve Grajczyk
Turner Valley	Kelly Tuck

Executive Committee

The Executive Committee guides CRP projects, initiatives and the various project committees and subcommittees on a month to month basis. It is at the heart of CRP's "operation" and acts on behalf of the General Assembly. The Executive Committee is made up of elected representatives from each member, appointed by their respective Councils.

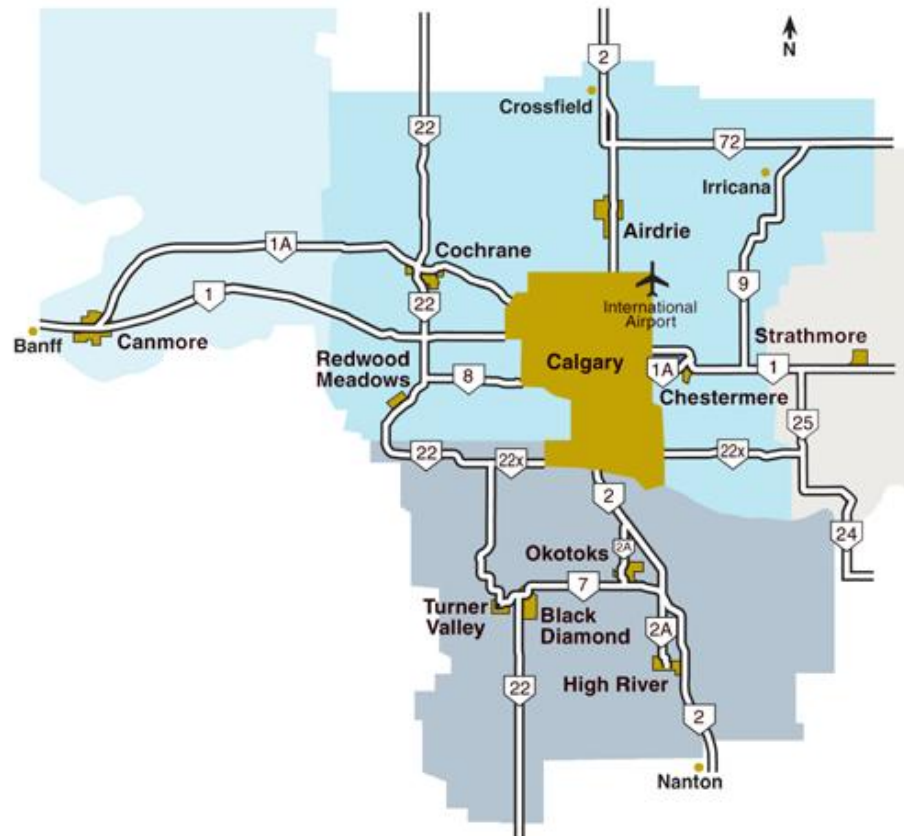
CRP General Assembly

- two Assemblies held per year
- three approved representatives from each stakeholder community attend
- approve budget and annual work plan
- vote on important issues to the CRP
- highlight the key work that's been accomplished

CRP Executive Committee

- held monthly
- one elected official from each shareholder community
- provide guidance to projects
- provide direction to staff as necessary

REGIONAL MAP



CRP PROJECT COMMITTEE – CALGARY REGION ECONOMIC PARTNERSHIP FORUM

Membership in the Calgary Region Economic Partnership Forum is made up of Economic Development Officers from all member municipalities along with representatives of provincial and federal government departments and Community Futures organizations. CRP Executive Committee liaison to the Forum is Councillor Joann Churchill of Cochrane.

CALGARY REGION ECONOMIC PARTNERSHIP FORUM GOVERNANCE & MANAGEMENT:

- led by an elected official authorized by Executive Committee;
- meetings held monthly (except for summer months);
- comprised of economic development practitioners from each municipality along with some participation from elected officials as well as resource and support people (federal and provincial representatives, Community Future Development Corporations)
- responsible to CRP Executive to implement economic development work plan

CALGARY REGION ECONOMIC PARTNERSHIP FORUM MEMBERS & COMMUNITIES:

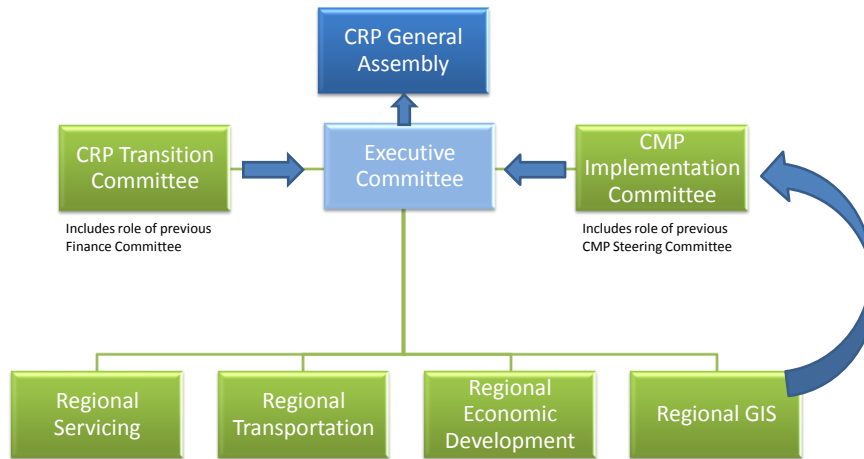
Chair: Councillor Joann Churchill, Town of Cochrane

Economic Development Manager: Jean-Marc Lacasse

Economic Development Officer: Troy Payne

ACTIVE MUNICIPALITIES / ORGANIZATIONS	REPRESENTATIVE
Airdrie	Kent Rupert
Black Diamond	Cathy Hutcheson
Banff	Robert Earl
Calgary (CED)	Karen Chown
Canmore	Teresa Mullen
Chestermere	Karen Allan
Cochrane	Maggie Armstrong
Crossfield	Adena Cheverie
High River	Marilyn MacArthur
Irricana	Brenda Campbell
Nanton	Georgina Sharpe
Okotoks	Shane Olson
Redwood Meadows	Tim Anderson
Strathmore	Dwight Stanford
Turner Valley	Monique LeBlanc
Alberta Finance & Enterprise	Walter Valentini, Patricia Fuentes
Community Futures Centre West	Jodie Eckert
Community Futures Highwood	John Lockhart
Community Futures Wild Rose	Jennifer Brooks
Foreign Affairs & International Trade Canada	Barry Schlinker
Alberta Employment & Immigration	Mona Kado
Western Economic Diversification	Shelley Cuthbertson

CRP Committee Structure Approved at November 2009 General Assembly



CRP Project Committees are accountable to report directly to CRP Executive but their work flows through the CMP Implementation & Integration Committee first to ensure alignment and coordination

ECONOMIC DEVELOPMENT GOALS

From the work of the strategy CREP roles were identified as:

1. Monitoring, Scanning & Intelligence
2. Marketing and Promotion
3. Project Support and Partnership Building
4. Entrepreneurial Support
5. Communications (Internal / Regional)

Strategic priorities are consistent with an initial economic base analysis conducted years earlier and reaffirmed through the strategy consultation process. They are:

- Green Building Products;
- Transportation & Logistics;
- Agri-business and Food Processing;
- Professional and Technical Services;
- Tourism Development;
- Regional Promotion;

- Workforce Development;
- Entrepreneurial Growth; and
- Calgary Metropolitan Plan Integration and Implementation

2009-10 ACCOMPLISHMENTS

CORE BUSINESS: collaboration and partnerships

All of the work undertaken by the Calgary Region Economic Partnership Forum has fostered cooperation in the region. Although the Forum has attempted to be inclusive in all of the activities and projects undertaken, it was agreed that community partners would engage in projects where local interest is evident. The Forum agreed that it is not necessary to ensure every project provides equal benefits for every partner.

i. Completion of CRP Regional Economic Development Strategy

The consulting work of Millier Dickinson Blais is complete and a regional economic development strategy has been created for the Calgary Region. This was an extensive and rather large study of which CRP staff has worked on a smaller, comprehensive version for approval by the General Assembly. This strategy complimented the foundational work undertaken in previous years, including the economic base analysis.

The Regional Economic Development Strategy Committee (a formal committee of the CRP) reviewed the strategy giving focus of future activities for the next 10 years and how the sectors and priorities support the Calgary Metropolitan Plan. The General Assembly of the CRP approved the Strategy in June 2010. The Strategy is available in print format (attached in Appendix B) and electronically on the website.

ii. Alignment of the Calgary Metropolitan Plan and Regional Economic Development Strategy

The CRP Executive identified the need to integrate the Regional Economic Development Strategy with the Calgary Metropolitan Plan. To this end, a “Bridging Document” was prepared as an accompanying document to the Strategy. The Documents demonstrates how the Prosperity Pillar of the CRP interacts and support the healthy environment, enriched communities and sustainable infrastructure pillars. The Bridging Document was approved in conjunction with the 10 year Regional Economic Development Strategy, in June 2010 (attached in Appendix B)

iii. Lead Sharing Protocol

The expected result in the work plan included the establishment of a lead sharing protocol that would, amongst other things, assist in business retention and investment attraction. The establishment of such a protocol has proven more complex than originally planned as it involves several jurisdictions. These jurisdictions wish to approach this

needed protocol carefully because it may involve the elected officials. Maintaining the collaborative environment is essential in the preparation of such a protocol.

In 2010, preliminary research has been completed. Documents were gathered and discussed with the EDOs. They included a report prepared in 2004 and protocol agreements in the Edmonton area and Greater Toronto Area.

The recent creation of a Regional Economic Development Committee (REDC, a committee of elected officials and CED) may also facilitate the discussion. It is expected the process to obtain consensus will take several months. The identified process is:

- CREP members are to familiarize themselves with the provided information;
- A technical committee has been formed to push the discussion forward;
- At a subsequent meeting, the CREP will have a general discussion on the concept and the different approaches they may consider;
- CRP will draft a protocol for the CREP to review;
- Once the protocol has been accepted as a final draft, the CREP would recommend a discussion at the Regional Economic Development Committee;
- If no further discussion is required, the REDC may recommend submitting to the Executive for approval.

iv. Networking & Information Exchange for Members and Staff

The regular Calgary Region Economic Partnership Forum meetings provide a venue for attendees to network and gain education and trends in economic development. Regular monthly Calgary Region Economic Partnership Forum are held each month, except during the summer months. Member communities take turns hosting these meetings and average 20 participants each meeting. The communities and their representatives (identified in the previous section) are invited to attend these meetings. Representation from member communities is open and therefore some communities may choose to send more than one person.

Between April 1 2009 and March 31 2010, there were 9 meetings hosted in 8 communities (one community hosted twice). Meetings were followed up with appropriate minutes and a summary of action items. All minutes are available on the website. Main outcomes were:

- Guidance on the economic development strategy;
- Ad hoc working committee on marketing material for the region and the green building project;
- Working marketing committee giving guidance for the preparation of a marketing materials including the redesign of the investment attraction website and newcomer information;
- Working committee on Transportation and Logistics phases;
- Monthly sharing of best practices, an important function for the newer members.

In an effort to remain current in the field of economic development as well as network with other practitioners from around the province, CRP Staff attended the Economic Developers Alberta Conference. Additionally CRP staff and Chair attended the REDA provincial Conference, as well as the regular REDA meetings. Outcomes were professional development and an increased knowledge of trends and markets.

CORE BUSINESS: Entrepreneurial support and growth

i. Employer Workshops

The CRP once again partnered with Alberta Employment and Immigration (AEI) and Alberta Finance and Enterprise (AFE) to deliver Employee Attraction and Retention Workshops throughout the region. Several workshops were planned in the region however not all of them were successful in attracting a sufficient number of attendees and had to be cancelled. The workshops were scheduled as follows:

- Airdrie Employee Work-Life Balance Workshop (April 8 – 12 participants registered)
- Cochrane Employee Retention Strategies (April 7 – 9 participants registered)
- Airdrie Employee Selection Workshop (Sept 23 – 11 participants registered)
- Nanton Employee Recruitment Workshop (Sept 25 – 7 participants registered)
- Nanton Employee Selection Workshop (Sept 25 – 7 participants registered)
- Okotoks Employee Selection Workshop (Sept 28 – 15 participants registered)
- High River Employee Work-Life Balance Workshop (Oct 2 – 12 participants registered)
- Cochrane Employee Recruitment Workshop (Oct 7 - workshop cancelled due to lack of registration)
- High River Employee Selection Workshop (Oct 9 – 9 participants registered)
- Strathmore Employee Selection Workshop (Oct 20 – 4 participants registered)
- Airdrie Employee Work-Life Balance Workshop (Oct 21 – 10 participants registered)
- Okotoks Employee Development Strategies Workshop (Nov 4 – 13 participants registered)
- High River Employee Development Strategies Workshop (Nov 6 – 12 participants registered)
- Strathmore Employee Work-Life Balance Workshop (Jan 20 - workshop cancelled due to lack of registration)
- Cochrane Employee Selection Workshop (Feb 12 – 13 participants registered)
- Strathmore Employee Recruitment Workshop (Feb 23 - workshop cancelled due to lack of registration)
- Strathmore Employee Retention Workshop (March 23 – workshop cancelled due to lack of registration)
- Okotoks Employee Development Strategies Workshop (March 25 – 27 participants registered)

To summarize, six communities successfully hosted workshops: Cochrane, Airdrie, Okotoks, Nanton, Strathmore and High River.

- 1) Employee Work-Life Balance Strategies: 14 participants
- 2) Employee Recruitment Strategies: 7 participants
- 3) Employee Retention Strategies: 0 participants
- 4) Employee Development Strategies: 11 participants

5) Employee Selection Strategies: 42 participants

A total of 74 participants attended the series of 10 workshops that were delivered throughout the region this year.

A new workshop has been developed and was launched in the spring of 2010: Workplace Conflict Strategies. Participants will learn how to use issue based problem-solving methods to respond to workplace conflict. This workshop will be available after April 1, 2010.

The employers workshop was a great success considering the impact of the recession that prevented employers to attend.

ii. Green Building Products – Sector Development

During this period, the CRP completed the ‘Green Building Technologies’ brochure and the 7 Green Building Products Business Cases. CRP is well underway in positioning the region as a place to do business and has identified plenty of opportunities. The business cases have been produced in hard copy and circulated locally, nationally and internationally. New pages have been created within the CRP website to promote this sector and where individuals can register to obtain these businesses cases and giving us opportunity to follow up on those inquiries (a copy of all brochures are included in appendix).

<http://www.calgaryregion.ca/crp/business/investintheregion/greenbuildingproducts.aspx>

CRP was also a partner in the Green Building Products Symposium held December 2009 in Calgary. This event attracted 250 participants and CRP along with the business cases was well profiled.

iii. Transportation & Logistics – Sector Development

The Calgary Regional Partnership (CRP) has taken steps to address the need to form “complete communities” and examine the T&L sector potential. In 2008 they retained The Van Horne Institute and PROLOG Canada Inc. to develop a strategy for encouraging firms in the T&L sector to locate more of their operations at dispersed locations throughout the Calgary Region. In 2010, the CRP retained the services of Reg Johnston Consulting to implement a phased approach to the development of the sector in the regional communities.

In late 2009, a steering committee was created. This committee included 4 members of the CREP in addition to CRP staff. For the purpose of this workplan, the project was implemented in phases. Phase 1 addressed an “education” component by describing the sector and sub-sectors, and preparing a profile. Phase 2 allowed the consultant to prepare a regional environmental assessment and included knowledge transfer directly to the community on a one-on-one basis.

Phase 1 – Sector Report: completed

Phase 2 – Discovery – Regional SWOT with one-on-one knowledge transfer: completed

These reports have been received by the CREP (included in appendix).

iv. Professional & Technical – Sector Development

The Forum has been supporting Calgary Economic Development’s WORKshift – a Calgary Regional Telework Initiative. WORKshift, an innovative and nationally-supported initiative to accelerate the adoption of telework in the Calgary business community, was launched May 2009. WORKshift offers a comprehensive set of resources to assist employers in the evaluation, adoption and implementation of telework strategies to improve productivity, reducing operating expenses, reduce greenhouse gas emissions, and improve the recruitment and retention of employees.

In addition to the deployment of a website, www.workshiftcalgary.com, CED has presented to more than 70 businesses and business associations to increase awareness of telework and WORKshift. CREP members such as Airdrie and Okotoks have been supporting the initiative and promoting telework messages to their residents via the media and utility bill inserts. Communities are budgeting and looking at how they can create distributed work centres and anticipate the development within the next 2 to 3 years.

v. Productivity Assessment

The Productivity Assessment Survey 2010 was a project of the Calgary Region Economic Partnership in collaboration with Calgary Economic Development, SAIT Polytechnic, the Canadian Manufacturers and Exporter’s Association, Alberta Employment & Immigration and Alberta Finance & Enterprise. From early September through mid December 2009, Calgary Region oil and gas, construction, manufacturing, value added processing, and support services were invited to share their views regarding business conditions and issues they faced particularly related to productivity issues. Overall, 102 eligible companies completed the entire on-line survey. An event was held in Calgary to present the survey results and a “2010 Productivity Assessment Survey Results” report was produced in hard and electronic copy for distribution. The print copy is included in appendix and the electronic version is available at:

<http://www.calgaryregion.ca/crp/projects/projects/economicdev.aspx>

CORE BUSINESS: Regional Marketing

i. Movie Map – Distribution, Promotion & Feedback

11,000 copies of the Southern Alberta Movie Map Driving Tours were circulated throughout the province by the CRP (does not include circulation of the additional 3 REDA partners). An online survey/contest was held from May – September of which valuable community information was collected such as which communities these tourists visited, how long they stayed and how much money they spent. Survey results were collected as part of an on-line contest. First prize was a ‘Made-in-Alberta’ movie library with more than 20 DVD’s and Second prize was movies for a year – 24 Ciniplex adult admission passes. We have enough brochures left to run the initiative for one more year and will be distributing the maps again in the spring of 2010 and will be running the online survey/contest again.

ii. Updating the CRP Website and Promotional Materials

The CRP website is continually receiving refreshments, updates and new pages as projects and initiatives unfold. Twist Marketing was contracted by Alberta Finance and Enterprise where the CRP website was audited for its ability to connect with newcomers – migrants and immigrants. CRP applied to Alberta Employment and Immigration for a “Newcomer” website Content Planning and Development project. We were successful in our proposal.

CRP also applied (successfully) to Alberta Finance and Enterprise for funds to develop a stand alone website of the Calgary Region Economic Partnership and was successful in obtaining funds. The current website, at www.calgaryregion.ca assists both internal and external users in obtaining information on our region, promotes the Calgary Region, and attracts investment. CREP requires its own website to be a flexible information medium which ensures that timely information on the region is delivered efficiently for CREP member municipalities as well as local and international business decision-makers.

iii. Promotional brochures

Our biggest initiative this year was the development, design and production of the 2009 Calgary Regional Profile and Lifestyle Brochure. Each piece, designed to promote the Calgary region as an exceptional place to live, play and work. 3000 of each brochure have been printed in full color and circulated locally, nationally and internationally. Electronic versions are available for download on the CRP website (copies in appendix).

<http://www.calgaryregion.ca/crp/discover/regionalprofile.aspx>

ECONOMIC PERFORMANCE – CALGARY REGION:

The following indicators provide a review and assessment of how the Calgary region performed over the last several years.

Population

Population of Select Calgary Region Marketplace Communities 2003 and 2008

Community	2004	2009	Change 2004 - 2009	% Change
Calgary	933,495	1,065,455	131,960	14.1%
Airdrie	25,606	38,091	12,485	48.8%
Okotoks	11,664	21,690	10,026	86.0%
Cochrane	12,688	15,424	2,736	21.6%
Chestermere	6,861	13,760	6,899	100.6%
Canmore	11,458	12,226	768	6.7%
Strathmore	9,115	11,838	2,723	29.9%
High River	9,522	11,346	1,824	19.2%
Banff	8,282	8,721	439	5.3%
Crossfield	2,288	2,648	360	15.7%
Black Diamond	1,866	2,308	442	23.7%
Nanton	1,841	2,124	283	15.4%
Turner Valley	1,608	2,022	414	25.7%
Irricana	1,043	1,243	200	19.2%
Redwood Meadows, Townsite of	1,141	1,150	9	0.8%
Population of other communities	77,648	84,953	7,305	9.4%
Total	1,116,126	1,294,999	178,873	16.0%

Source: Alberta Municipal Affairs 2005 - 2009 Official Population List

On average throughout the Calgary region, the population has increased by 20.10%, demonstrating a long term trend of strong growth throughout the region.

Income

Calgary Region Marketplace – Individual Income 2007

Individual Income	2003		2007	
Average Individual Income	\$34,975		\$49,185	
0 or Negative Income	140,145	17.8%	159,135	17.7%
\$1 - \$19,999	243,675	30.9%	223,675	24.8%
\$20,000 - \$39,999	169,735	21.5%	172,615	19.2%
\$40,000 - \$59,999	107,105	13.6%	132,955	14.8%
\$60,000 - \$79,999	57,500	7.3%	81,975	9.1%
\$80,000 - \$99,999	26,665	3.4%	45,765	5.1%
Over \$100,000	43,315	5.5%	84,955	9.4%
Total	788,140	100.0%	901,075	100.0%

Source: Alberta Finance and Enterprise, Economic Development Policy & Analysis

An estimated 38.4 per cent of all tax filers in the Calgary Region reported individual income above \$40,000 in 2007 compared to 29.8 per cent in 2003. The percentage share of tax filers reporting negative claims and income less than \$19,999 in 2007 was 42.5 per cent compared to 48.7 per cent in 2003.

Calgary Region Marketplace – Couple Income 2007

Family Income	2003		2007	
Average Couple Income	\$100,475		\$147,580	
0 or Negative Income	560	0.2%	695	0.3%
\$1 - \$19,999	19,520	8.0%	15,570	5.7%
\$20,000 - \$39,999	38,470	15.7%	29,730	10.9%
\$40,000 - \$59,999	41,070	16.8%	31,435	11.5%
\$60,000 - \$79,999	39,530	16.1%	34,705	12.7%
\$80,000 - \$99,999	31,315	12.8%	34,630	12.7%
Over \$100,000	74,505	30.4%	125,670	46.1%
Total	244,970	100.0%	272,435	100.0%

Source: Alberta Finance and Enterprise, Economic Development Policy & Analysis

In 2007, the average couple income (defined as married or common law) in the Calgary Region marketplace was \$147,580, an increase of 46.9 per cent from 2003. The percentage of tax filers that defined themselves as a couple and reported income of \$100,000 and over was 46.1 per cent. The number of tax filer couples in this income range increased from 74,505 in 2003 to 125,670 in 2007 – an increase of 96.1 per cent.

Educational Attainment

Calgary Region Marketplace – Education Attainment 2006

Educational Attainment	Calgary Region	%	Alberta	%	Canada	%
2006 Population 15 Years +	965,040	–	2,625,145	–	25,664,220	–
No certificate, diploma or degree	176,650	18.3%	614,865	23.4%	6,098,325	23.8%
High school certificate or equivalent	246,525	25.5%	688,140	26.2%	6,553,425	25.5%
Apprenticeship or trades certificate or diploma	83,365	8.6%	285,815	10.9%	2,785,420	10.9%
College or other non-university certificate or diploma	172,505	17.9%	472,210	18.0%	4,435,135	17.3%
University certificate or diploma below the bachelor level	46,400	4.8%	105,680	4.0%	1,136,145	4.4%
University certificate, diploma or degree	228,465	23.7%	458,425	17.5%	4,655,770	18.1%
Per cent high school graduate or higher	–	80.5%	–	76.6%	–	76.2%
Per cent post-secondary education	–	55.0%	–	50.4%	–	50.7%

Source: Statistics Canada, 2006 Census

Almost 24% of Calgary region residents over 14 years of age have a University certificate, diploma or degree. This significantly exceeds the provincial level of 17.5%.

Major Projects in the Calgary Region at Dec 2008

Summary of Major Projects – Calgary Region Marketplace (December 2008)

Project Sector	Number of Projects	Project Cost (\$ CDN)
Agriculture & Related	2	244,000,000
Commercial/Retail	68	8,521,300,000
Commercial/Retail & Residential	9	4,181,800,000
Infrastructure	105	8,969,900,000
Institutional	66	6,571,400,000
Oil, Gas & Oilsands	1	80,000,000
Other Industrial	4	77,400,000
Pipelines	2	36,000,000
Power	4	2,050,000,000
Residential	55	2,784,600,000
Tourism/Recreation	52	4,673,600,000
Total	368	38,190,000,000

Source: Alberta Finance and Enterprise, Major Projects

*Footnotes:

1. This Inventory lists projects in Alberta, valued at \$5 million or greater, that has recently been completed, is currently under construction, or is proposed to start construction within two years. Not all projects over this threshold are listed, due to reasons of confidentiality.
2. Project data is obtained from public information sources.
3. The Inventory does not break down project expenditures by any given year. The cost of a project is the value of expenditures expected over all phases of project construction, which may span two or more years.
4. The cost of projects listed in the Inventory are estimated values only

Appendix A Economic Development Budget & Expenditures: Calgary Region

The budget information contained on the following page, highlights the Economic Development Forum budget and actual expenditures in addition to the source of funds.

BUDGET REPORT (April 1, 2009 – December 31, 2010)

Initiatives		2009 – 2010 Total Budget	2009 – 2010 CRP Budget	2009 – 2010 AFE Budget	2009 – 2010 Other Budget	2009 – 2010 Total Actuals	2009 – 2010 CRP Actual	2009 – 2010 AFE Actual	2009 – 2010 Other Actual	Carry –over (due to multi-year agreement)
Collaboration & Partnerships										
1	Regional Economic Dev. Strategy	25,000		25,000		39,782	14,782	25,000		
2	Alignment of Strategy and CMP	22,500	7,500	15,000		20,266	5,266	15,000		
3	Lead Sharing protocol	5,000	2,000	3,000		5,654	2,654	3,000		
4	Networking & Info Exchange	10,000	3,000	7,000		39,431	32,431	7,000		
5	Economic Development Conferences	3,000		3,000		4,258	1,258	3,000		
Total Core		65,500	12,500	53,000	0	109,391	56,391	53,000		
Entrepreneurial Support and Growth										
1	Employer workshops	9,000	2,000	7,000		22,605	15,605	7,000		
2	Green Building Products Sector	121,000	10,000	11,000	100,000	87,830		11,000	76,830	23,170
3	Transportation and Logistics Sector	121,000	10,000	11,000	100,000	75,355	10,000	11,000	54,355	45,646
4	Professional and Technical Sector	3,000	3,000			0				
5	Productivity Assessment	75,000			75,000	75,000			75,000	
Total Core		329,000	25,000	29,000	275,000	260,790	25,605	29,000	206,185	138,765
Regional Marketing										
1	Regional Movie Map	5,500	2,500	3,000	-	9,252	6,252	3,000		
2	Updates to CRP Website	7,000	5,000	2,000	-	7,347	5,347	2,000		
3	Promotional Materials	18,000	5,000	13,000	-	23,796	10,796	13,000		
Total Core		30,500	12,500	18,000	-	40,395	22,395	18,000		
Total Budget		425,000	50,000	100,000	275,000	410,576	104,391	100,000	206,185	138,765

Appendix B

Supporting documents

- Final Report, Calgary Regional Partnership 10 year Economic Development Strategy, Millier Dickinson Blais.
- Calgary Regional Partnership 10-Year Economic Development Strategy, as adopted by the General Assembly in June 2010
- Integrating and Implementing the Calgary Metropolitan – The Role of the Regional Economic Development Strategy, as approved by the General Assembly in June 2010
- 10 Year Regional Economic Development Strategy – Summary 2010 (promotional brochure)
- Invest in green building technologies - overall business case
- Invest in green building technologies - #1 Roof and floor systems
- Invest in green building technologies - #2 Insulating concrete forms
- Invest in green building technologies - #3 Wall panels
- Invest in green building technologies - #4 Home improvement lumber specialties
- Invest in green building technologies - #5 Ready-to-assemble job packs and design services
- Invest in green building technologies - #6 Residential wind turbines
- Invest in green building technologies - #7 Structural insulated panels
- Research and Report on the Logistics Cluster: Phase 1 – Regional Logistics Cluster Development Initiative
- Research and Report on the Logistics Cluster: Phase 2 – Strategic Logistics Regional Advantages and Difficulties
- Productivity assessment
- 2009 Regional profile
- 2009 Lifestyle brochure