

2026 Annual Progress Report



Table of Contents

Thank you to our partners	04
A message from the Uplook Advisory Board	05
Executive summary	06
2025 economic landscape (at a glance)	08
Talent	10
Livability	14
Business Environment	18
Innovation	24
Brand	30
Truth and Reconciliation	34
Looking ahead	36
Appendices	37
Endnotes	57



Land Acknowledgement

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

Uplink: 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 was made possible through the support of various community partners, drawing on both publicly available data and specific partner contributions. 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 made toward *Uplook: An Action Plan for Our Economy* in 2025. As the Advisory Board for Uplook, we are proud to reflect on the collective efforts shaping Calgary's economic future and the momentum we continue to build together as a community.

This year brought fresh perspectives to the Board as we welcomed new members and thanked departing colleagues for their service and guidance. The evolution of the Board reflects the evolving needs of our city, and we remain committed to bringing diverse voices, experiences and insights into the conversations that guide Uplook.

A highlight of 2025 was the Assembly, which evolved into a more community-driven gathering than ever before. It was an opportunity to hear directly from Calgarians, industry leaders, entrepreneurs and community partners about the opportunities they see, the challenges they face and the futures they imagine for our city. Their insights reinforce the belief that Uplook succeeds when it remains grounded in community voices and

lived experiences.

Across all five drivers of the strategy, we continue to see examples of collaboration, creativity and ambition that demonstrate the power of working together. From strengthening our talent pipeline and expanding global connections to enhancing livability and fostering innovation, the progress summarized in this report reflects the efforts of many partners who share a belief in Calgary's potential.

As we look ahead, we remain optimistic. Calgary's entrepreneurial spirit, cultural vibrancy and community resilience continue to define who we are and what we can achieve. Uplook provides the shared direction, but it is Calgarians who bring it to life.

Thank you for taking part in this journey. We invite you to explore this year's progress and to continue shaping Calgary's future with us.

Sincerely,

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

Geraldine Anderson

Executive Sponsor

Vice President, External Affairs,
Marketing & Communications
Calgary Economic Development

Helen de Faye

Co-chair

Director, Corporate and
Economic Strategy
Calgary Economic Development

Kay Choi

Co-chair

Director, Partnerships
The City of Calgary

Erin Chrusch

Leader, Business & Local Economy
The City of Calgary

Harpreet Dhanjal

Manager, Strategy
Calgary Economic Development

Michelle James

Director, Policy
Vibrant Communities Calgary

Shawna Morning Bull

Manager, Business Development
Community Futures Treaty Seven

Keli Pollock

Partner, Chief Creative Officer
Daughter Creative

D'Andre Wilson-Ihejirika

Chair
LearningCITY Collective

Jon Yee

Vice President, External Relations
Centre for Newcomers

Executive Summary

Calgary continued to make meaningful progress toward the vision set out in *Uplook: An Action Plan for Our Economy* in 2025. Strong population growth, expanding global connectivity and ongoing investment in innovation and community vibrancy strengthened the foundations of a resilient and competitive economy. At the same time, affordability pressures and labour market challenges continued, reinforcing the importance of tracking not only growth, but whether Calgary is building the conditions that help people and businesses thrive.



Talent

Turning growth into opportunity

Calgary's population continued to grow at one of the fastest rates in the country, expanding the labour pool and reinforcing the city's appeal to skilled workers. Newcomer incomes showed progress, but a persistent earnings gap remains, underscoring the importance of continued focus on inclusion and skills pathways. Investments in talent development continued across sectors including aviation, cybersecurity, digital media and youth innovation.



Livability

Sustaining belonging under cost pressure

Quality of life and belonging improved, supported by investments in public spaces, cultural amenities and downtown revitalization. At the same time, affordability remained a defining pressure, reinforcing that livability depends both on strong community assets and whether people can meet basic needs and participate fully in city life.



Business Environment

Competing through access and confidence

Calgary reinforced its position as a leading location for business growth through expanded global connectivity and a strong concentration of head offices. Air service reached 108 non-stop destinations, and business leader perceptions improved across key measures including ease of doing business, economic diversity and cost competitiveness.



Innovation

Moving from foundation to scale

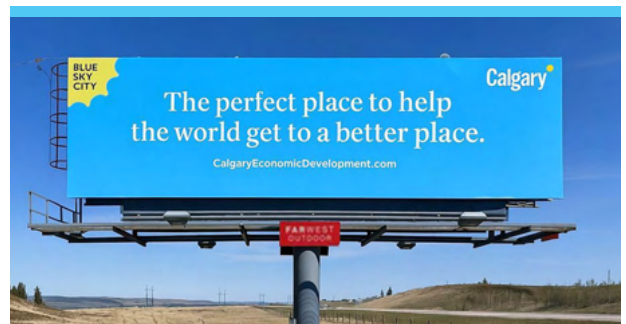
Calgary's innovation ecosystem continued to mature, with stable startup activity and strong venture capital performance relative to national trends. The launch and early implementation of Calgary's Innovation Strategy laid groundwork for stronger collaboration through sector specific Innovation Nodes and clearer pathways from idea to market.



Brand

A shared story of opportunity and possibility

Calgary's story is increasingly being recognized as one of opportunity and possibility, supported by stronger external perceptions in key markets. Blue Sky City is one part of that story, providing a shared platform that partners across arts, culture, tourism and major events used to bring a more consistent and recognizable Calgary identity to life.



Truth and Reconciliation

Continuing progress and shared responsibility

Advancing Truth and Reconciliation remained a core commitment across Calgary's economic and cultural sectors. National measures show both progress and persistent gaps in Indigenous economic participation, and local initiatives continued to demonstrate steps forward, including progress on the University of Calgary's Indigenous Strategy.

2025 Economic landscape

(at a glance)

Is Calgary's economy doing well?

In a year marked by global uncertainty, Calgary's economy continued to show momentum and resilience. Population growth, steady job creation, and sustained investment across key sectors supported strong performance in 2025. Energy remains a foundational anchor, while growth in technology, logistics, aviation, and professional services is helping strengthen resilience and reduce exposure to single sector volatility.

A more resilient and diversified economy

Calgary's economic base has broadened over time. While the energy sector continues to anchor investment and long-term confidence, newer and expanding industries are contributing to more balanced growth. This diversification helps cushion the economy during periods of uncertainty and supports long-term competitiveness.

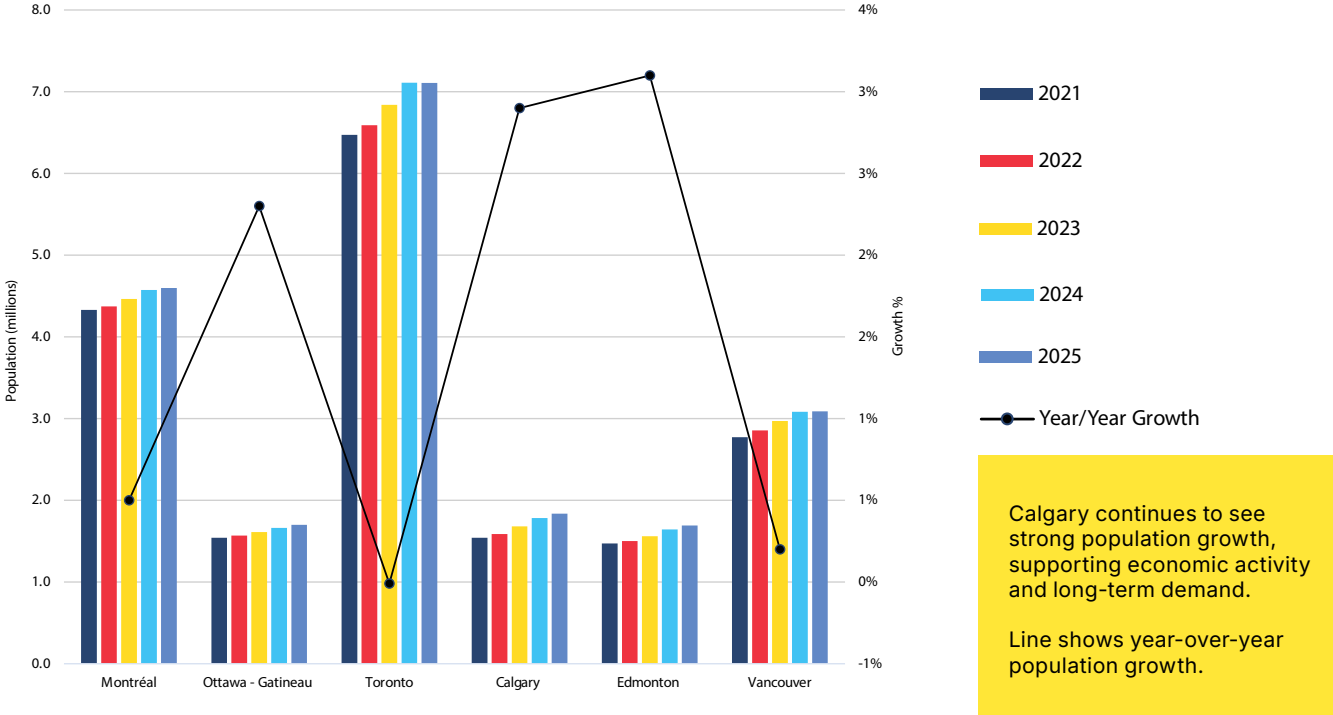
What we're watching as growth continues

As Calgary grows, several indicators help track how well the economy is adjusting to increased demand and a larger labour force.

Population growth

Population growth has slowed from recent peaks but remains among the highest in Canada, continuing to drive demand for housing, services, and labour.

Population estimates for major Canadian cities¹



Affordability

Calgary remains one of the more affordable major Canadian cities, supported by higher household incomes and a lower overall tax burden. As the city grows, rising housing costs remain an important consideration.



Lower average single-family home price
\$685,700²

in 2025 vs. the national average: \$758,358



Higher median after-tax household income
\$88,800³

in 2023 vs. the national average: \$74,200



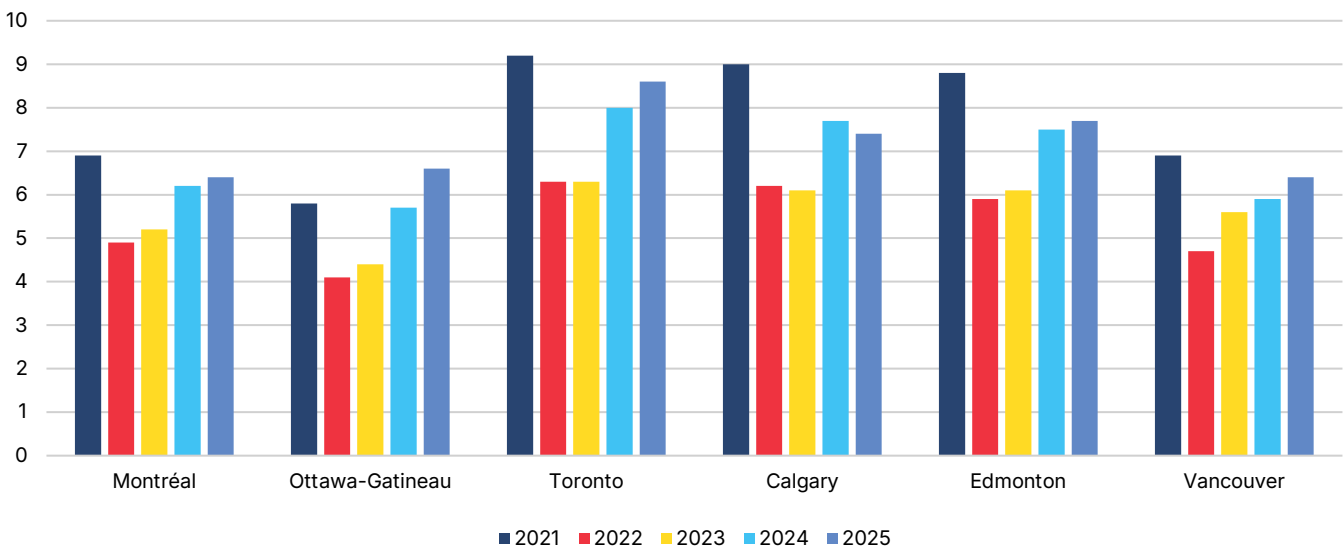
Low residential property taxes:
\$2,564⁴

average municipal property taxes for median households in 2024.⁵

Labour market conditions

Unemployment improved slightly in 2025 but remains above 2022–2023 levels as population growth continues to expand the labour force. Labour force participation remains high, reflecting continued engagement in the job market as the city grows. While job creation remains strong, there is a lag as the market adjusts, keeping unemployment elevated relative to recent lows, though still lower than in many peer jurisdictions.

Unemployment rate⁶



Calgary's labour market continues to adjust to rapid population growth, with employment remaining relatively strong.

Why this matters for Uplook

This economic context explains why Uplook looks beyond traditional indicators of growth. Strong performance and diversification matter, but so does whether growth is translating into opportunity, affordability, and resilience for people and businesses.

The sections that follow examine impacts on talent, livability, business competitiveness, innovation and scale, and external confidence.

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

Key Economic Indicators

Delivering on the Talent priorities means tracking whether Calgary is:

Welcoming and retaining people who want to grow their careers here. 01

Building the conditions for future-focused skills development. 02

Attracting purpose-driven people who want to make an impact. 03

In this section

We highlight two leading indicators that best reflect those goals at a city-wide level through:

- Population growth: Calgary's pull for talent
- Newcomer economic inclusion: Whether opportunity translates into comparable outcomes.

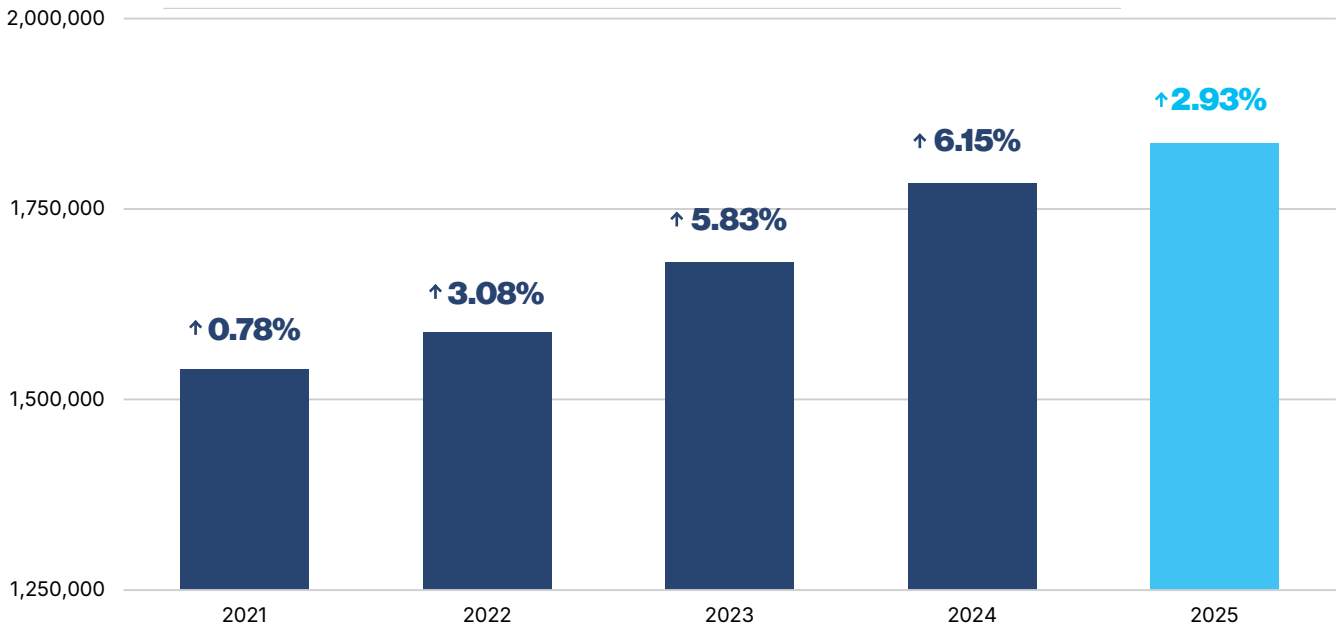
Population growth (Talent attraction)

Measuring population growth shows whether people see Calgary as a place to build a career, pursue opportunity and contribute to the economy.

Sustained population growth signals that people are choosing Calgary to build their careers, directly supporting the priority to attract purpose driven talent and expanding the pool of workers employers can draw from.

The opportunity now is ensuring Calgary can retain this growing talent base by pairing growth with strong skill pathways and workforce readiness, so migration translates into economic participation and long-term economic competitiveness.

Population growth (per cent increase from previous year)⁷

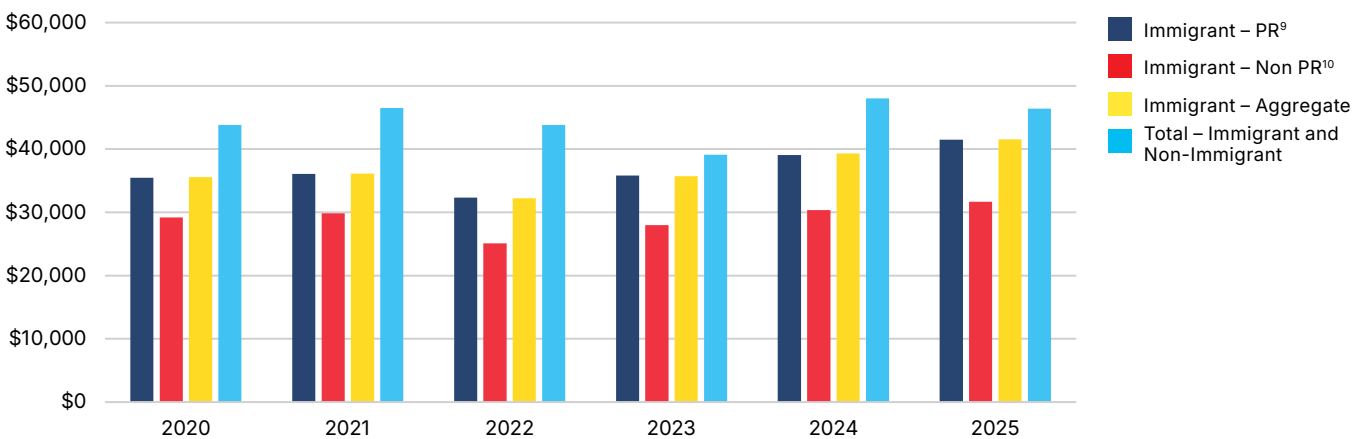


Economic inclusion of newcomers (Participation & career growth)

Comparing newcomer incomes with the overall workforce helps assess equitable participation in the labour market and identify gaps in opportunity.

Calgary’s talent advantage strengthens when newcomers can fully convert skills into comparable earnings and career progression. The persistent earnings gap signals that barriers, such as credential recognition, networks, language, and systemic hiring practices, are still limiting full participation. Closing this gap is central to the priority of being a welcoming city where everyone can grow their careers. It also strengthens Calgary’s ability to retain the talent it attracts by ensuring opportunity translates into real labour-market progress.

Economic integration (income-based measure) of immigrants – median employment income⁸



That’s why workforce and skills investments matter: they help convert rapid growth into inclusive participation and career progression.

Calgary's talent pipeline: Programs driving growth

Calgary's post-secondary and training partners are building practical, employer-aligned pathways, from micro-credentials to applied simulation environments, that help people upskill and step into in-demand careers. Highlights for 2025 include:



TalentED — TalentED Greater Calgary

Building on the success of the TalentED YYC pilot project, which contributed an estimated \$16 million to Alberta's GDP, the Government of Alberta is supporting the next phase of this initiative which will expand on the pilot's success and reach by increasing employability of youth (aged 18-24) through industry experiences and hands-on training in the greater Calgary area.



University of Calgary — Hunter Hub's *Evolve to Innovate (e2i)* refresh

The Hunter Hub has enhanced its flagship e2i program with three new micro-credential programs: Communicating Beyond Academia, Problem-Driven Innovations and Innovation Beyond Academia. Participants gain mentorship and cash awards, preparing researchers and innovators to translate ideas into impact and strengthen Calgary's innovation talent pipeline.



Mount Royal University — Alberta Training Centre of Excellence in Aviation

Mount Royal University is the lead post-secondary partner in a multimillion-dollar, 15-year agreement to launch Alberta's first Training Centre of Excellence. The facility will feature advanced simulators and career integrated learning, cementing Calgary's role as a global aviation hub.



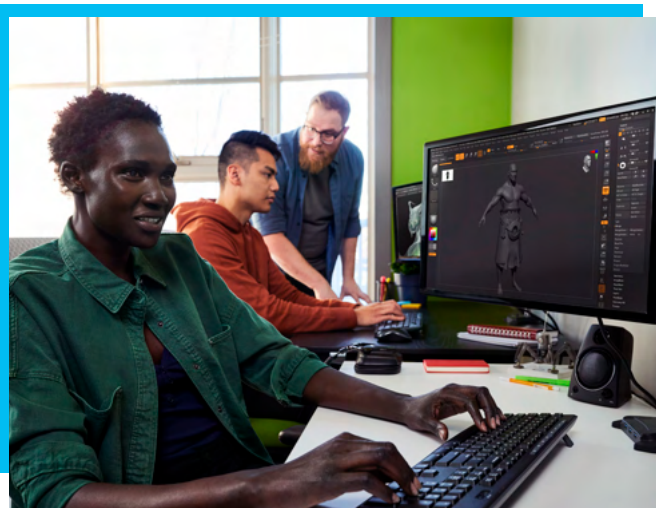
SAIT — Bachelor of Technology and Cyber Range

SAIT introduced its Bachelor of Technology degree, offering specializations in Software Development and Cyber Security with optional co-op terms. A new immersive cyber range provides real-world simulations to build critical cybersecurity skills amid rising demand.



Bow Valley College — Digital Entertainment Nexus Production Hub.

Bow Valley College unveiled its Hollywood-grade Production Hub, supporting training in virtual production, motion capture and immersive audio. This investment positions Calgary as a leader in digital storytelling and interactive media.



Case Study

Fostering Calgary's future workforce: OCIF's 2025 impact

The Opportunity Calgary Investment Fund (OCIF) plays a key role in building a resilient, future-ready workforce, keeping Calgary globally competitive. The fund helps create jobs, attract investment and grow and diversify our economy.

In 2025, six OCIF initiatives focused on developing Calgary's talent ecosystem:

- **Lufthansa Technik Canada (LHT):** With OCIF support, LHT chose Calgary as its Canadian headquarters, expanding MRO training pathways and local employment opportunities in aviation.
- **QAI Ventures:** OCIF's investment will help develop local quantum talent and startups, training 54 individuals and supporting three Calgary companies.
- **OCIF Express:** This funding stream accelerated workforce development and job creation for 23 Calgary companies, projecting 153 new jobs and training for 89 Calgarians.
- **Alberta Training Centre of Excellence for Aviation and Aerospace:** Delivered through OCIF, this initiative expands Calgary's pilot training capacity to address workforce shortages and support growth in the city's aerospace sector.
- **The Knowledge Society (TKS):** OCIF's follow-on investment in TKS expands the program in Calgary, providing 130 scholarships to strengthen the youth innovation pipeline.

Looking ahead, OCIF will continue to fuel local talent and businesses with strategic investments across key sectors — accelerating innovation and building a strong, diversified economy.



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

Key Economic Indicators

Delivering on the Livability priorities means tracking whether Calgary is:

Creating a city where people feel welcome, safe and able to build a meaningful life.

01

Ensuring people can afford to participate in community life as the city grows.

02

Building vibrant, healthy and accessible communities with the amenities and experiences that keep people connected year-round.

03

In this section

We highlight two leading indicators that best reflect those goals at a city-wide level through:

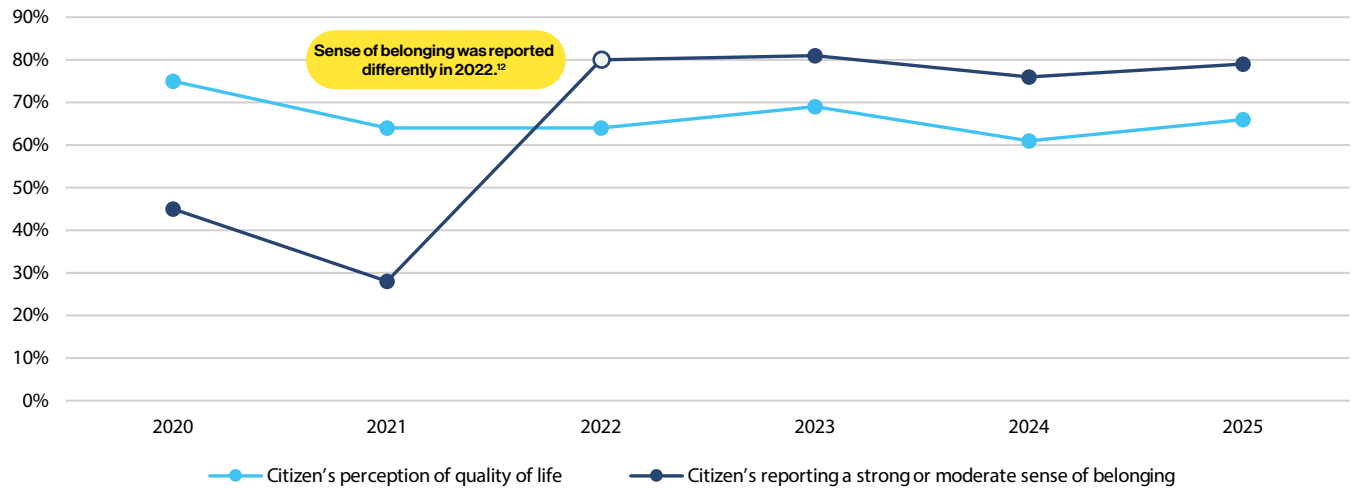
- Quality of life: Do people feel welcome, connected and able to build a meaningful life.
- Affordability: Can people meet basic needs and participate in the community.

Quality of Life (Resident experience)

Quality of life and belonging provide a practical snapshot of how residents experience livability, including whether they feel connected, welcome and able to thrive.

In 2025, 66 per cent of residents rate their quality of life positively (up from 61 per cent in 2024) and 79 per cent report a strong or moderate sense of belonging (up from 76 per cent). These gains suggest Calgary continues to offer the social connection and amenities that support livability. At the same time, the report notes that optimism remains cautious as many residents feel stress from rising costs, a reminder that livability depends not only on community strengths, but also on whether people feel financially secure.

Perceptions of quality of life¹¹



Affordability (Living wage)

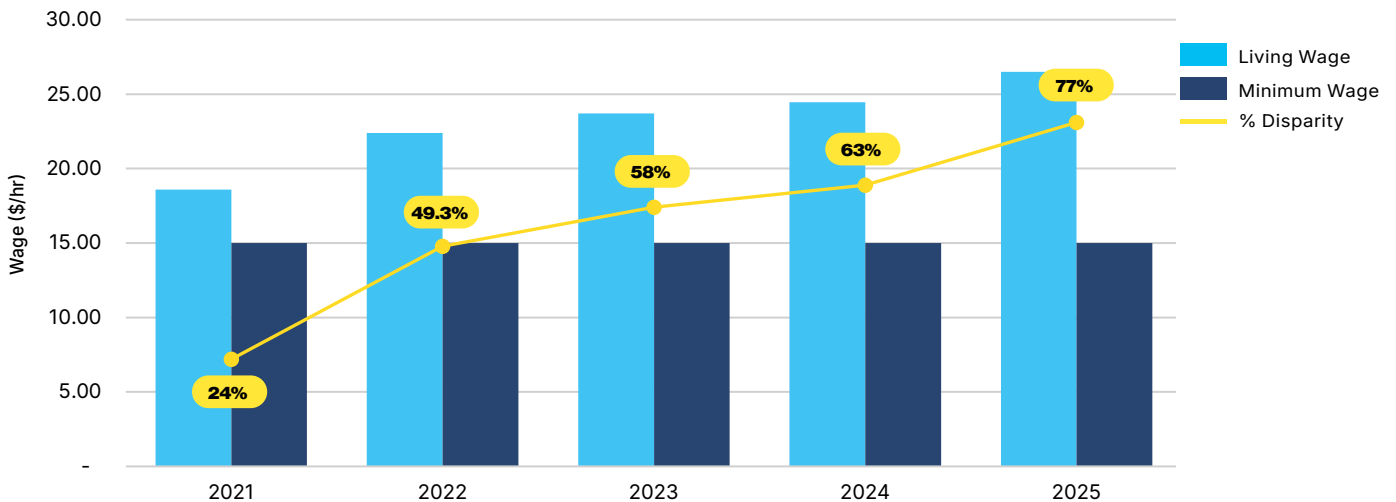
Affordability is foundational to livability, when costs rise faster than incomes, it becomes harder for people to meet basic needs and participate fully in community life.

Alberta's minimum wage has stayed at \$15 per hour since 2018 and is now the lowest in Canada. At the same time, Calgary's living wage rose to \$26.50 in 2025, reflecting higher costs for transportation, childcare and food. The gap between minimum wage and living wage has widened to \$11.50 per hour, a 77 per cent difference.



Living wage is the hourly rate needed to cover basic needs (housing, food, childcare, transportation and other essentials) and support modest participation in the community.

Living wage vs minimum wage (2021 - 2025)¹³



When the gap between wages and basic costs widens, it affects more than household budgets; it can reduce participation in the economy, weaken well-being and erode confidence in day-to-day livability. Strengthening livability will require coordinated affordability actions, alongside continued investment in the places and experiences that keep communities connected.

That's why investments in great places and connected communities matter: they help sustain quality of life and belonging, even as affordability pressures rise.



Calgary's River Hall 2025, an outdoor gathering near the Bow River.

Photo credit: Courtesy of City of Calgary

Case Study

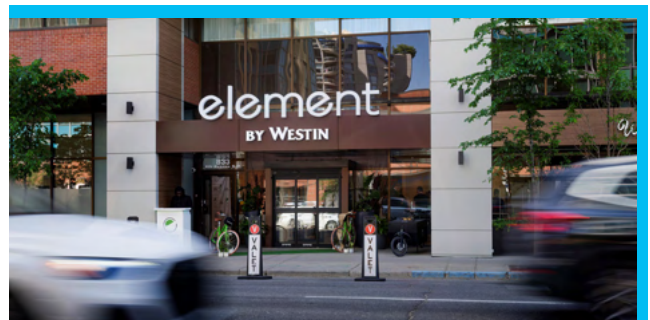
Downtown transformation: A connected and vibrant downtown

The Greater Downtown Plan is Calgary's long-term vision to create a thriving, resilient and people-centred core that supports the city's economic, cultural and social well-being. It guides public and private investment to transform downtown into a place where residents, businesses and visitors can live, work and spend time in a safe, vibrant and accessible environment. A healthy downtown supports livability by anchoring public spaces, culture, mobility and housing, strengthening the places where people live, work and gather.

In 2025, momentum continued through major investments, new public spaces and adaptive reuse projects that are reshaping the core into a more livable, connected community.

Milestones:

- The City celebrated the completion of five office conversion projects, including the first hotel, the Element Calgary Downtown.
- Ten new office conversion projects were announced, bringing the total to 21 incentivized conversions repurposing 2.68 million square feet of office space and building a vibrant community with over 2,600 new homes.
- The 21 conversion projects underway with support of the Downtown Calgary Development Incentive Program will create an estimated economic impact of \$1.4B, benefiting all Calgarians.
- University of Calgary converted nine floors of office space at 801 Seventh Avenue S.W. into a new campus for the School of Architecture, Planning and Landscape, creating an embedded learning hub for urban design and innovation for 1,200+ students and staff.
- A refreshed Eau Claire Plaza opened to the public showcasing arts, culture and recreation opportunities.
- Over 10,000 Calgarians visited River Hall, a new gathering place for Calgary residents first launched in 2024, and over 1,000 young athletes participated in the Surge City Hoops Summer Series at Century Gardens, creating dynamic, active public spaces.
- Revitalization projects on Stephen Avenue and Eighth Street S.W. kicked off, bringing new life and purpose to these important corridors.



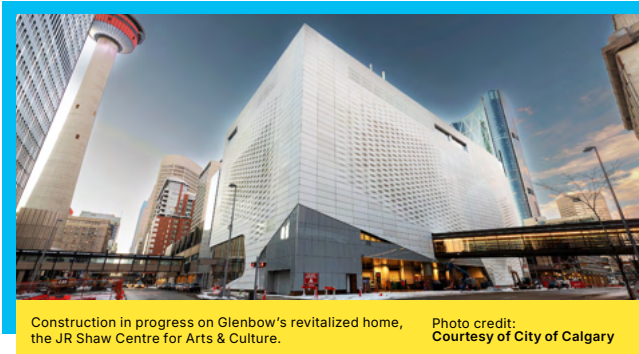
The Element Calgary Downtown—office-hotel conversion opened in June 2025.

Photo credit: Courtesy of City of Calgary

Culture and community: Amenities for everyone

While downtown redevelopment strengthens the city's core, livability is also shaped by the places and experiences that help people feel connected and welcome across Calgary.

The highlights below focus on 2025 progress that expanded access, strengthened year-round public spaces and grew cultural experiences that bring people together, especially where investments improved inclusion and everyday usability.



Construction in progress on Glenbow's revitalized home, the JR Shaw Centre for Arts & Culture. Photo credit: Courtesy of City of Calgary

- **Olympic Plaza Transformation:** A new design was unveiled featuring a skating rink, water feature, pavilion and flexible public gathering space to support community use and events.
- **Community festivals and year-round experiences:** Major community events continued to draw strong participation, including the Victoria Park Business Improvement Area Night Light Festival (60,000+ attendees) and the Chinatown Business Improvement Area Lantern Festival (8,000+ participants).
- **The Confluence Historic Site & Parkland:** A new permanent exhibit amplifying Indigenous voices and a holy gathering place dedicated to Indigenous-led programming opened in 2025. These new attractions, coupled with an increase in major outdoor festivals and events held in all seasons, brought more than 135,000 visitors to the 42-acre site.
- **Calgary Transit:** A focus on safety improved lighting at stations, while advancing the fifth Peace Officer district office. Transit also added two storefronts at Bridgeland and Westbrook stations. The additional \$76 million 2025 investment will help keep service safe and reliable for more people.
- **Glenbow Transformation:** Phases 3 and 4 advanced in 2025, preparing for a 2027 reopening. A landmark \$35 million Shaw Family Foundation gift will provide free general admission permanently, making Glenbow the first major Canadian museum to do so.
- **The Open, East Village:** More than 35,000 visitors used The Open in its first year. The space includes universally accessible, all gender washrooms with onsite attendants, plus recreation amenities that support everyday use in a high-density neighbourhood.
- **Werklund Centre Transformation Expansion:** Key site demolition, excavation and foundational work were completed for the new 170,000 square foot theatre complex. The facility will expand Calgary's capacity for year-round performance and event programming.

New permanent exhibit at the The Confluence Historic Site & Parkland centered around Indigenous storytelling. Photo credit: Courtesy of City of Calgary



Business Environment

Top location for business

Priorities

Build a globally and digitally connected city.

01

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

02

Champion efficient and effective policies support business practices.

03

Key Economic Indicators

Delivering on the Business Environment priorities means tracking whether Calgary is:

Globally and digitally connected, so businesses can reach customers, partners, and talent efficiently.

01

A strong place to start, grow and lead, where business activity and corporate decision-making continue to concentrate.

02

Seen as competitive and business-friendly, with conditions that support investment and expansion decisions.

03

In this section

We highlight three leading indicators that best reflect those goals at a city-wide level through:

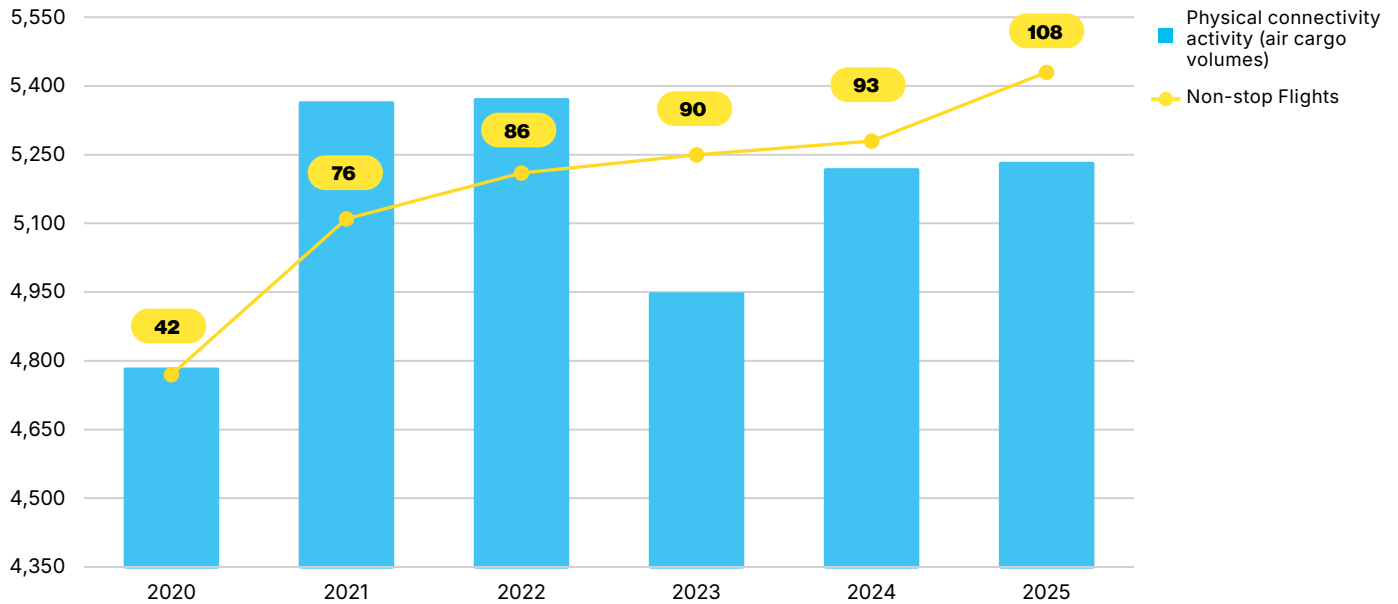
- Connectivity: How connected Calgary is to markets, customers, partners and talent.
- Head offices: Calgary's strength as a centre for corporate leadership and decision-making.
- Business perceptions: External confidence in Calgary's business environment.

Connectivity (Global access for business)

Calgary's air connectivity supports business travel, investment attraction and market access by reducing friction for companies expanding and operating across regions. In 2025, Calgary reached 108 non-stop destinations, supported by 13 new routes, and passenger volumes reached 19.4 million.

Air cargo volumes have remained broadly stable in recent years, supporting Calgary's position as a dependable logistics hub. Stronger air connectivity supports growth by improving market access, deepening global linkages, and making Calgary more attractive for investment and business expansion.

Physical connectivity¹⁴

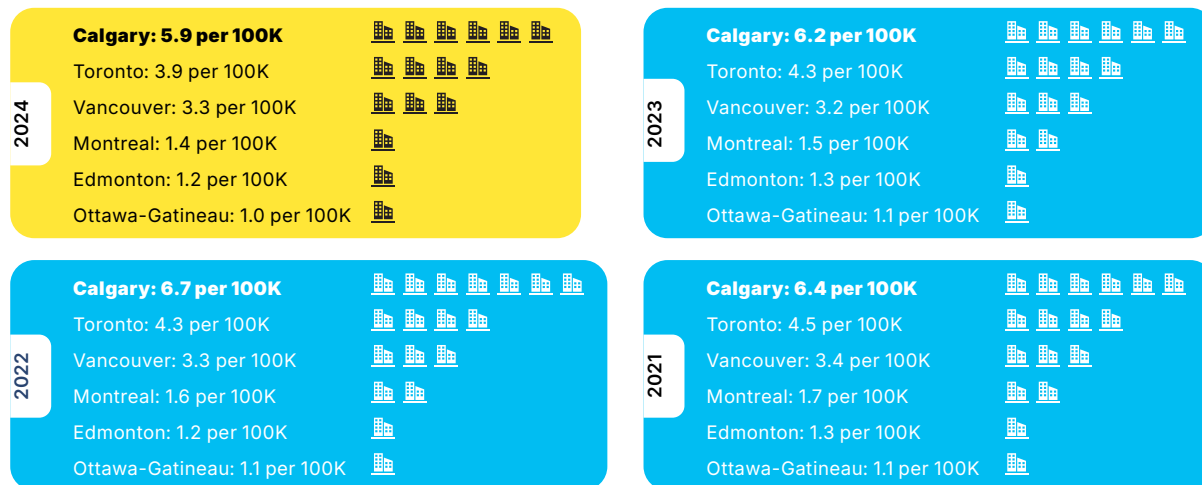


Head offices (Business activity and leadership)

Tracking head offices highlights Calgary’s strength as a centre for corporate decision-making and signals confidence from major companies that choose Calgary as a base for leadership, strategy and growth. Calgary continues to have the highest concentration of head offices per capita among major Canadian cities.

A strong head office presence brings high skilled jobs, drives demand for professional services and contributes to investment across the region, reinforcing Calgary’s role as a national business hub and a top location for business growth.

Number of headquarters per capita¹⁵



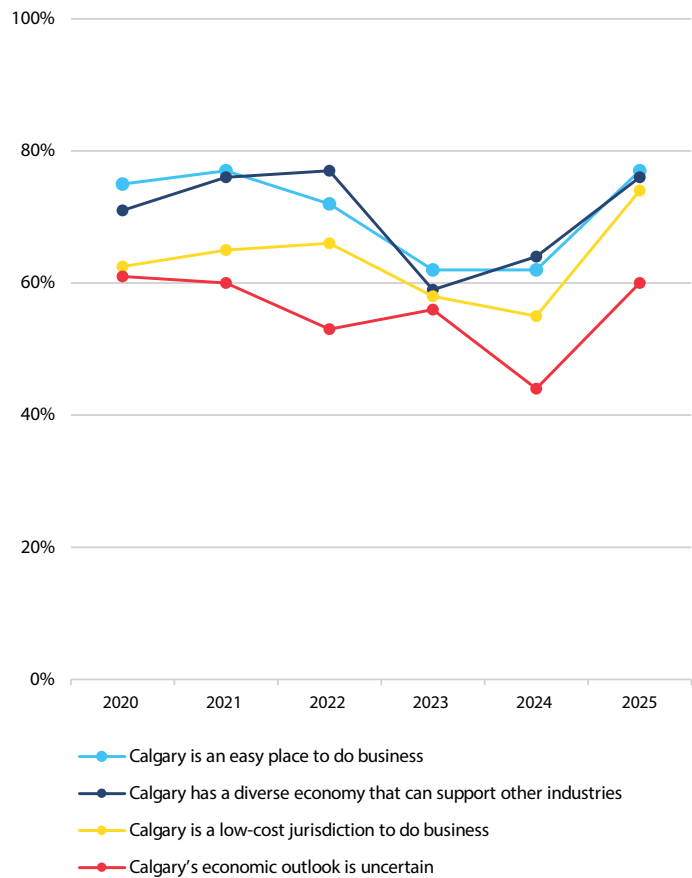
Business perceptions

Understanding how business leaders perceive Calgary helps assess the factors that influence investment, expansion decisions and overall competitiveness.

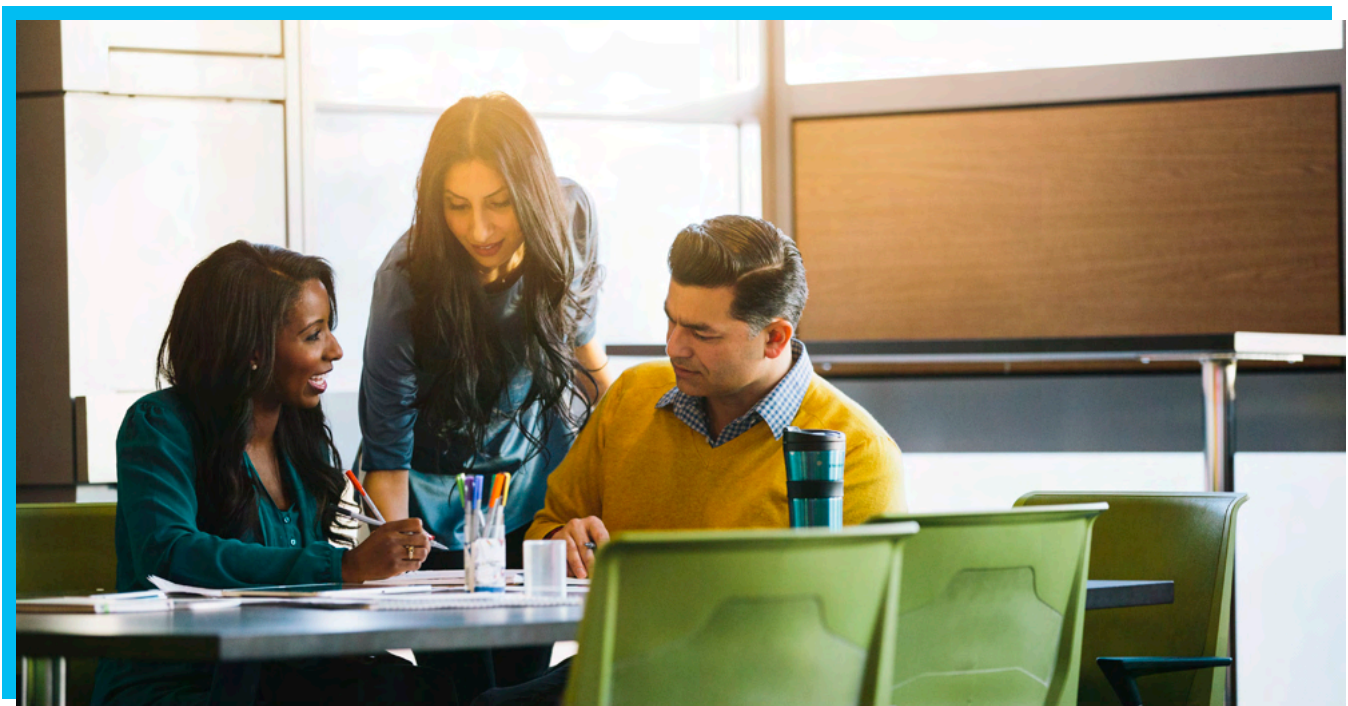
In 2025, business leader confidence increased across key indicators, including ease of doing business (77 per cent), economic diversity (76 per cent) and cost competitiveness (74 per cent).

These gains point to rising external confidence in Calgary's business environment, supporting the priorities of being globally connected, enabling firms to grow and innovate, and strengthening the conditions that make it easier to do business.

External perceptions of Calgary's business environment ¹⁶



That's why business-enabling investments matter: they expand Calgary's global reach, anchor corporate leadership and build the competitive conditions firms need to scale.





Case Study

From prototype to market: Calgary's Living Labs

In 2025, Calgary's Living Labs program supported 43 pilots across 12 sectors, providing companies and academia with access to City assets to accelerate prototyping and validation of new ideas and products. The Autonomous Systems Testing Area enabled 150 days (686 hours) of RPAS testing, advancing UAV operations, data capture and safety workflows. The team at Living Labs connected with companies and researchers across different sectors including aerospace, mobility, climate resilience, digital technology, infrastructure, housing, manufacturing and community experience.

Living Labs helped reduce client time to prototype, enabled companies to test, learn and de-risk product development, reinforcing Calgary's reputation as a leading city for testing and launching innovative technologies. The Living Labs program has supported a range of real-world testing initiatives, including continuous emissions monitoring at a former landfill, indoor positioning and tracking evaluations for vehicles and pedestrians using LiDAR based solutions and trials of active noise reduction technology in parks and open spaces.

Additional completed projects include assessing the usability and energy efficiency of a heat adaptive bench and enabling AI-powered smart parking technology to demonstrate real time detection of available parking spaces.

Living Labs will continue supporting the testing needs of businesses and academia to position Calgary as a destination for real-world validation and market-ready innovation, further strengthening our community's economic resilience and innovation leadership.

 **Case Study****Invest Greater Calgary (IGC): A regional approach to international markets**

In June 2025, eight municipalities across the Calgary metropolitan region — Airdrie, Calgary, Chestermere, Cochrane, Foothills County, High River, Okotoks and Rocky View County — launched Invest Greater Calgary (IGC), a regional economic development partnership focused on coordinated investment attraction and shared market positioning. To support the initiative's establishment and early implementation, a Secretariat Lead was appointed in September 2025.




Since launch, IGC has focused on the foundations required for effective international investment attraction. Priority work includes a regional value proposition sector study, municipal capacity assessments, and the development of a partnership website.

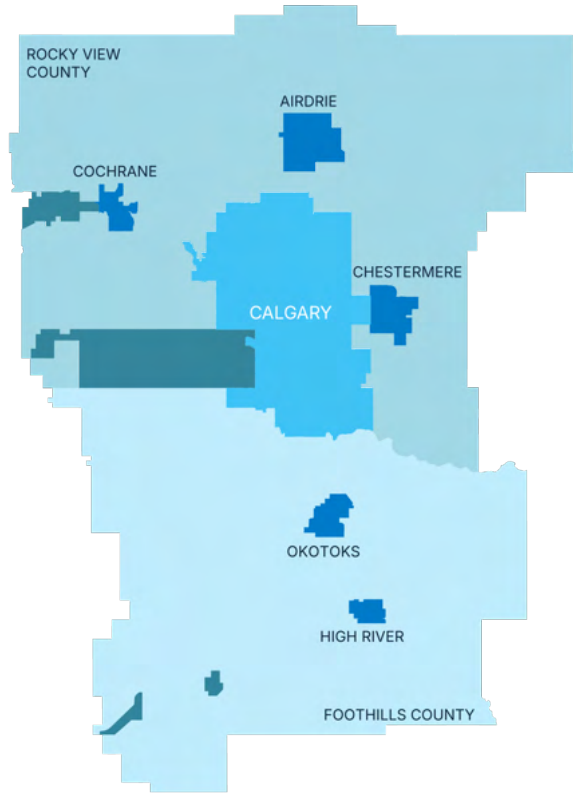
By taking a unified regional approach, Calgary leverages its infrastructure, talent and integrated supply chains to compete on a global scale. Invest Greater Calgary (IGC) showcases the region as a top North American destination for business investment and growth.





INVEST GREATER CALGARY

-  Greater Calgary Municipalities
-  Rocky View County & Foothills County
-  Indigenous Nations outside of the Calgary Metropolitan Region



Innovation

A creative hub

Priorities

Build an environment where Calgary companies can accelerate and scale to compete globally. 01

Be a magnet for innovative and creative thinkers by investing in development and attraction opportunities. 02

Accelerate real-world application of research and development through corporate investment and Post-Secondary Institute (PSI) collaboration. 03

Key Economic Indicators

Delivering on the Innovation priorities means tracking whether Calgary is:

Building a pipeline of startups and scaleups that can accelerate and compete globally. 01

Attracting the capital and confidence needed to scale, strengthening commercialization and growth. 02

Growing an innovation ecosystem that is inclusive and attractive to innovative and creative thinkers, reflecting Calgary's diversity as the ecosystem matures. 03

In this section

We highlight three leading indicators that best reflect those goals at a city-wide level through:

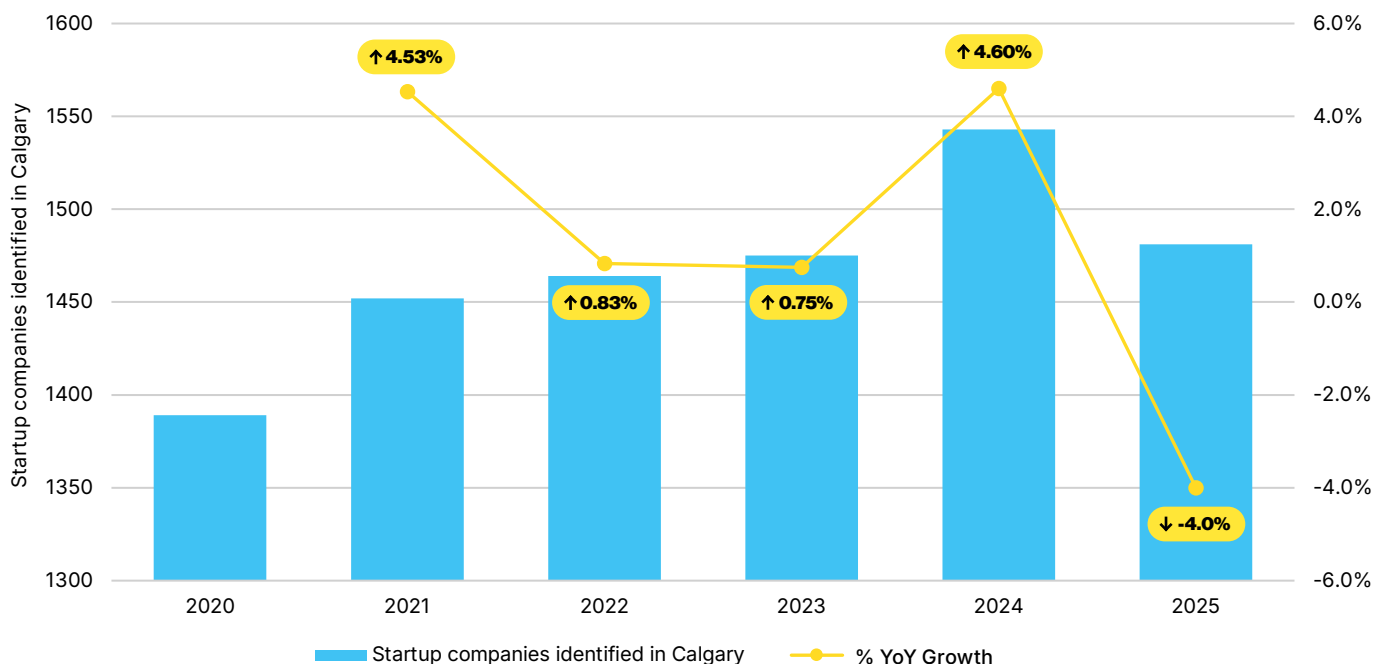
- Startups in Calgary: Strength and movement in the entrepreneurial ecosystem.
- Venture capital investment: Investor confidence and the ability of companies to scale.
- Diversity of leadership: Reflection of Calgary's diversity.

Startups in Calgary (Ecosystem activity)

Tracking the number of startups provides a snapshot of the strength and movement within Calgary's entrepreneurial ecosystem, reflecting both new venture creation and natural turnover as companies scale or exit early-stage phases.

Startup counts have remained relatively stable, suggesting Calgary's ecosystem continues to generate new ventures while others mature or transition, a normal pattern in a healthy startup environment. Maintaining this momentum supports Calgary's ability to attract innovative and creative thinkers and helps build the pipeline of companies that can grow into larger employers and exporters over time.

Startup companies identified in Calgary¹⁷



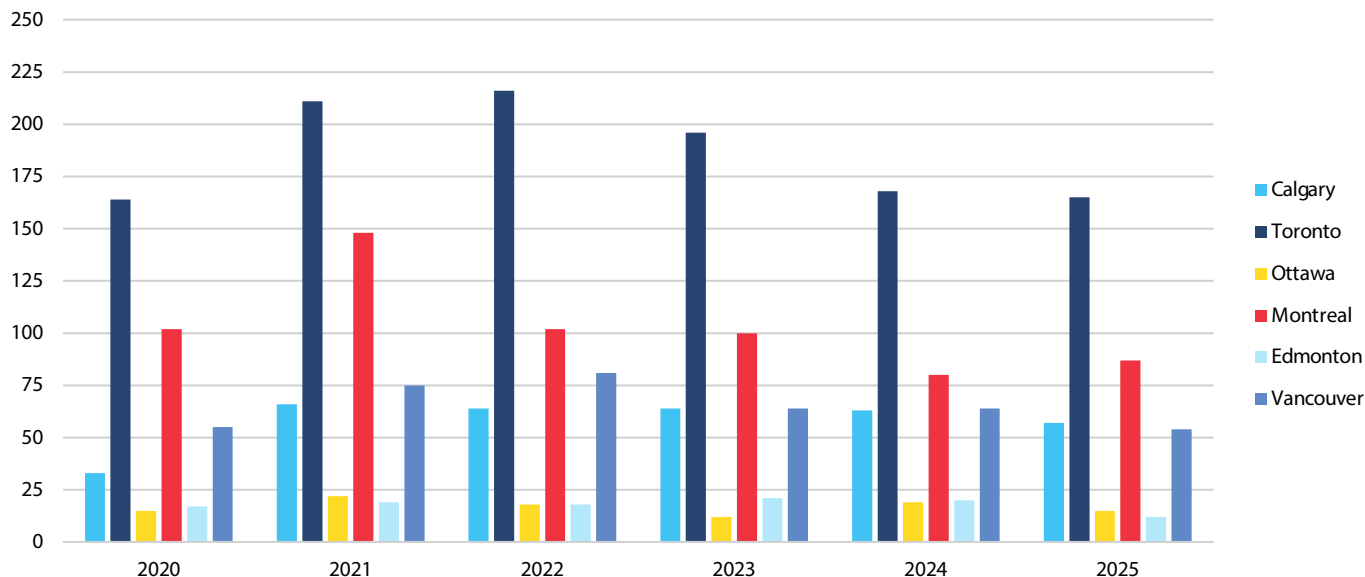
Venture capital investment (Ability to scale)

Tracking venture capital complements startup counts by showing whether Calgary companies can access the capital needed to grow, compete and scale into global markets.

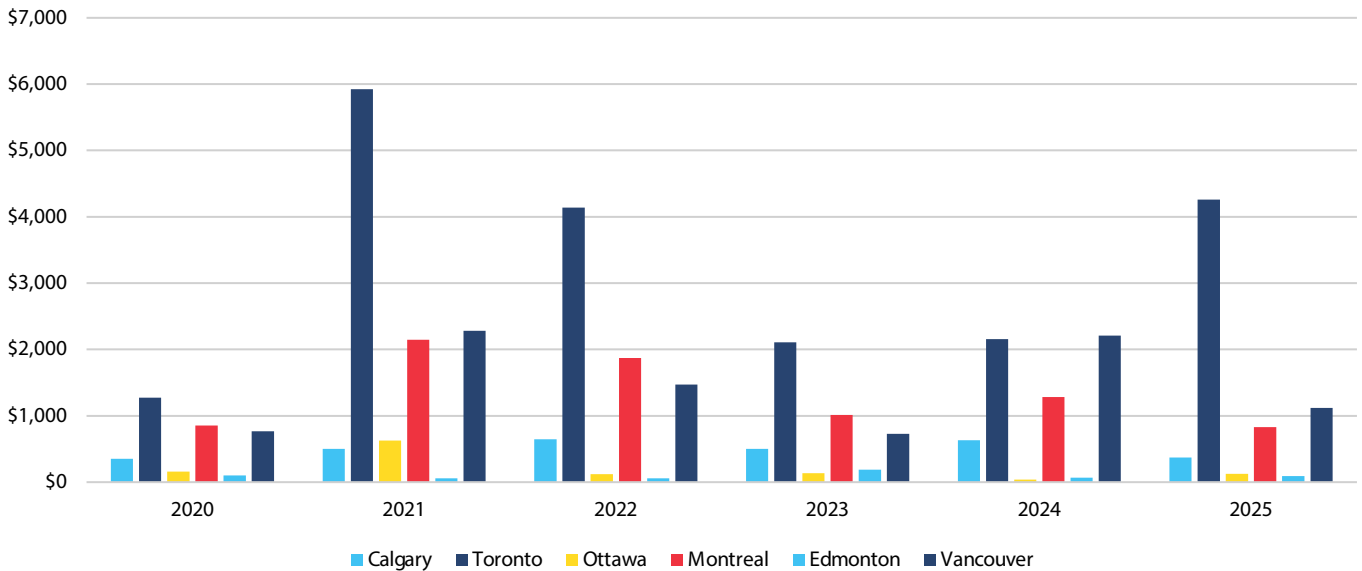
In 2025, Calgary recorded 57 venture deals totaling \$371M, ranking third among Canada’s top VC cities by deal volume, and accounting for 57 of Alberta’s 73 total deals. This level of deal activity signals continued investor confidence and multiple pathways for Calgary companies to scale.

It is also important to note that annual investment totals can swing because large rounds drive a significant share of dollars, mega-deals (\$50M+) represented 66 per cent of total VC investment in 2025.

Number of venture deals and total capital funds secured¹⁸



Venture capital investment (Millions)¹⁹



Diversity of leadership (Inclusive innovation)

Tracking diversity in leadership supports inclusive growth and helps ensure Calgary’s innovation economy benefits from a wider range of perspectives, which can strengthen decision-making, product relevance and business outcomes.

Diversity of leadership at Platform Calgary member organizations²⁰

City Companies with at least one founder who identifies as:	2025	2024	2023	2022
2SLGBTQIA+	5%	4%	6%	6%
Black, racialized or visible minority	35%	31%	29%	34%
Canadian newcomer	20%	19%	15%	22%
Indigenous	3%	3%	3%	4%
Female or gender diverse	34%	33%	33%	34%



Platform Calgary data shows small year-over-year shifts in founder diversity across multiple identity groups. While this represents only a snapshot, inclusive leadership helps broaden participation in the innovation economy and strengthens the ecosystem’s ability to attract and retain innovative and creative thinkers. Continued progress also supports stronger collaboration between startups, corporates and post-secondary partners, helping ideas move from research to real-world application.

That’s why investments in ecosystem coordination matter: they help translate startup activity, access to growth capital and diversity into clearer pathways from idea to market and scale.

Case Study

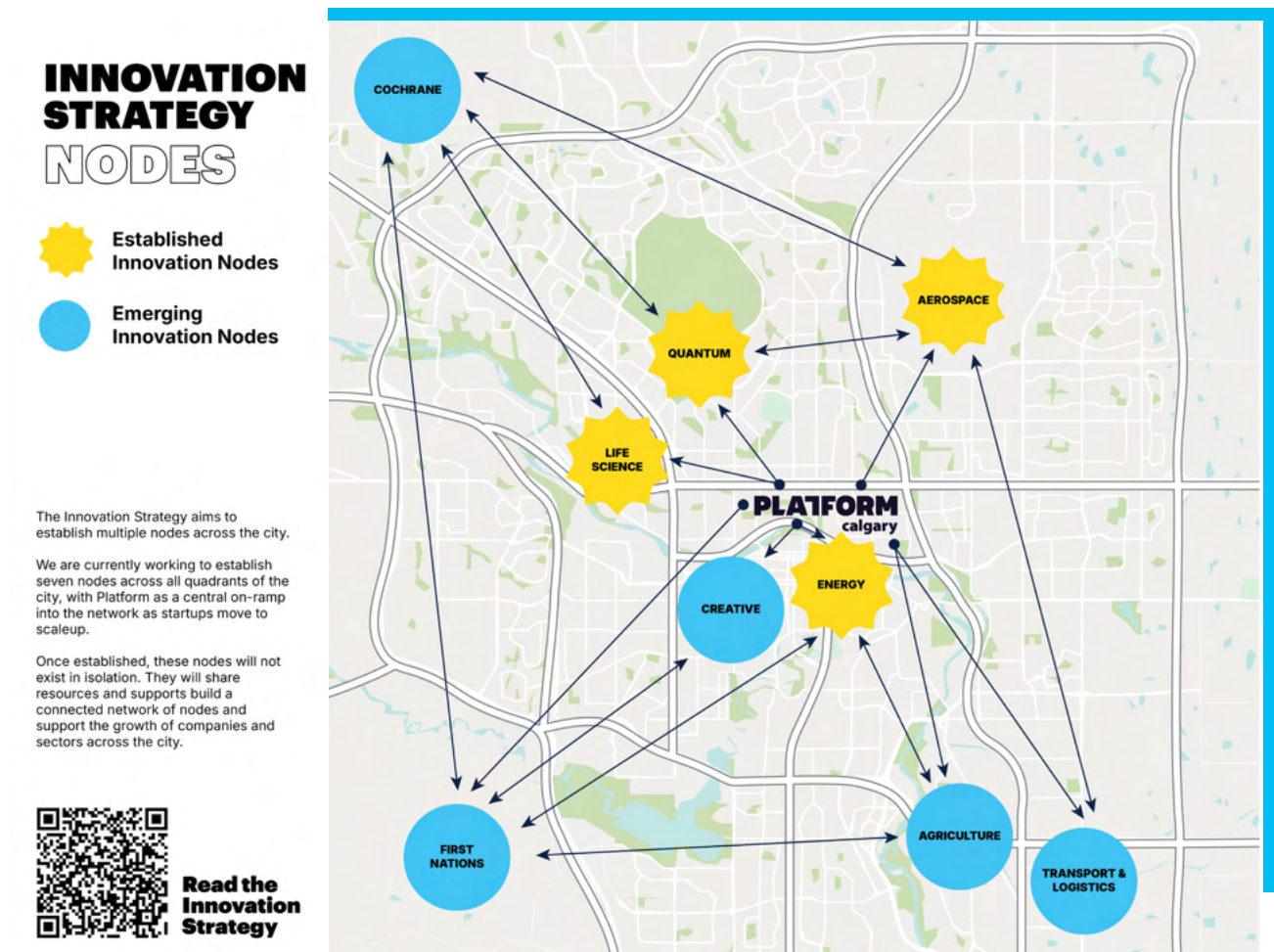
Calgary's Innovation Strategy: Foundation for innovation

On April 2, Calgary launched its Innovation Strategy at Calgary Economic Development's Report to the Community, setting a bold vision: to become Canada's innovation capital. The plan focuses on creating sector-specific Innovation Nodes across the city to foster collaboration and entrepreneurial growth.

Since the launch of Calgary's Innovation Strategy, the focus in 2025 has been on establishing the foundations needed to support long-term innovation growth across the city. OCIF provided early support for the development of Calgary's Innovation Nodes, helping create the conditions required for stronger collaboration, entrepreneurship and sector-specific development

Work this year also included raising awareness of the strategy among industry and community partners through participation in major innovation events such as Future of the City Festival and Innovation Week. At the same time, efforts began to map Calgary's innovation businesses and resources across key sectors. This work will help identify gaps in the ecosystem and guide future OCIF investments toward opportunities that create the greatest impact.

Looking ahead to 2026, this foundational work will enable deeper coordination among Innovation Nodes and will help shape Calgary's long-term innovation infrastructure. These efforts are intended to strengthen the ecosystem, accelerate growth and support a more connected and competitive innovation economy.



2025 business attraction, retention and expansion in Calgary

Attracting, retaining and expanding companies remains a core driver of Calgary's economic momentum, supporting job creation, capital investment and a resilient business environment. In 2025, continued progress across key sectors strengthened Calgary's position as a competitive location for business growth and long-term opportunity. Highlights from the year include:



Antares Ventures, a Singapore-based deep tech investor, has expanded into Calgary to support startups working in energy transition, decarbonization and sustainable food systems. Their new Venture Partner presence brings global capital and expertise to local founders, helping Calgary companies scale into international markets and strengthening the city's investment landscape.



CoolIT Systems, a longtime Calgary tech company specializing in liquid cooling for AI and high-performance computing, has expanded its manufacturing and R&D footprint. A new 112,000 sq ft facility increases production capacity to meet global demand, with plans to add up to 300 jobs. This growth reinforces Calgary's position in advanced hardware and data center technologies.



Cabro Pets is opening a freeze-dried pet food manufacturing facility in Calgary to serve Canada and the United States. By sourcing key ingredients from Alberta suppliers, the company will contribute to the region's agrifood and advanced manufacturing sectors. The facility will strengthen local supply chains and support growth in value-added food production.



HelloFresh, through its ready-to-eat brand Factor Meals, is expanding its Western Canadian operations with a new 50,000-square-foot facility in Calgary. The project represents a \$74-million investment and will create 400 jobs once fully operational. By growing local sourcing and production capacity, this investment strengthens Calgary's food manufacturing ecosystem and supports continued sector growth.



Congebec, Canada's largest locally owned cold storage company, is expanding its regional presence with a new facility at the CN Intermodal site in Conrich, northeast of Calgary. This \$100M investment will give local producers more options to export their products, offering enhanced inspection capacity and flexible shipping modes. The state of the art facility will enable more businesses to increase exports through direct, intermodal access.



Lufthansa Technik has chosen Calgary for its new Canadian headquarters at YYC. The \$120-million investment will be fully operational by 2027 and includes Canada's first test cell for next generation engines, a mobile repair facility and up to 160 skilled jobs. This development significantly expands Calgary's aerospace capabilities



Neo Financial continues to scale as one of Canada's fastest growing fintech companies while keeping its headquarters in Calgary. With more than 100 open roles and plans to increase its workforce by 25 per cent, Neo's growth strengthens Calgary's fintech cluster and supports job creation in high demand digital fields.



Precision AI develops agricultural drones and AI tools for precision spraying and crop management. The company selected Calgary for its base of operations, supported by local talent and access to farmland. Their expansion includes more than \$6 million in investment and 50 new high-tech jobs. This strengthens Calgary's role in advancing ag tech and sustainable agriculture.

Trade

In 2025, Alberta companies accelerated their expansions into global markets. Local firms closed 45 trade deals worth more than \$60 million, a notable increase from 42 deals and \$11 million in revenue in 2024, reaching customers in Chile, Japan, France, New Zealand and the United Arab Emirates, and creating 187 new jobs through business expansion.

Beyond formal programming, companies advanced their global reach through 47 additional trade initiatives, including 14 international missions that connected 228 participants to opportunities across Europe, Asia and the Middle East. These efforts supported growth in sectors such as advanced technology, aerospace, agribusiness and energy transition.

The Trade Accelerator Program (TAP) continued to build export readiness with eight completed cohorts and 43 per cent participation from underrepresented leaders, reinforcing progress toward inclusive trade.

Success stories included ZeroSound Systems scaling into South America, Europe and Australia; Righteous Gelato securing a major retail win in Japan; and MWDPlanet and Lumen Corporation advancing contracts across multiple European markets.

Together, these achievements highlight the growing global competitiveness of Alberta companies and the role of trade in driving innovation, diversification and economic growth.



Brand

An iconic city

Priorities

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

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

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

Key Economic Indicators

Delivering on the Brand priorities means tracking whether Calgary is:

Being represented consistently through partner-led storytelling and experiences that reflect a vibrant and inclusive city. 01

Building recognition and resonance for a unified city story across events, visitor touchpoints and public-facing spaces. 02

Strengthening external perceptions of Calgary as a place of opportunity, diversity and career potential. 03

In this section

We highlight two leading indicators that best reflect those goals at a city-wide level through:

- Brand adoption: How partners are bringing the Blue Sky City brand to life.
- External perceptions: How leaders and talent in key markets view Calgary over time.

Brand adoption (Shared storytelling in action)

Blue Sky City was developed through co-creation with civic partners that continue to shape Calgary's identity. As stewards of the city's brand, organizations across arts, culture, tourism and economic development are integrating the brand through a consistent expression of Calgary's story.

In addition to our efforts throughout 2025, partners shared the Blue Sky City through creative installations, visitor touchpoints and major event experiences that reached residents and visitors at key moments of connection with the city, reinforcing a unified and recognizable story.

Creative



Tourism
Calgary BLUE
SKY
CITY

 calgary arts
development

RISEUP
Calgary

Tourism Calgary, in partnership with Calgary Arts Development and RISE UP, launched Blue Sky Arts—five interactive installations that bring the brand to life through diverse local artists.

Activations



YYC Airport Collaborations: Tourism Calgary led brand activations in key arrival areas at YYC Airport created a welcoming first point of connection and linked travellers to VisitCalgary.com.



Cirque du Soleil – ECHO: Tourism Calgary integrated Blue Sky City brand elements into immersive on-site experiences (e.g., welcome moments and playful branded touches).

Rotary International Convention: In June 2025, Calgary welcomed 15,000+ attendees from 140+ countries, with citywide activations that showcased Calgary's welcoming spirit.



Consistent partner adoption is how a civic brand becomes a shared city story. These activations reinforce Calgary as vibrant, inclusive and welcoming, supporting visitor experience, local pride and the broader reputation that helps attract talent, investment and major events.

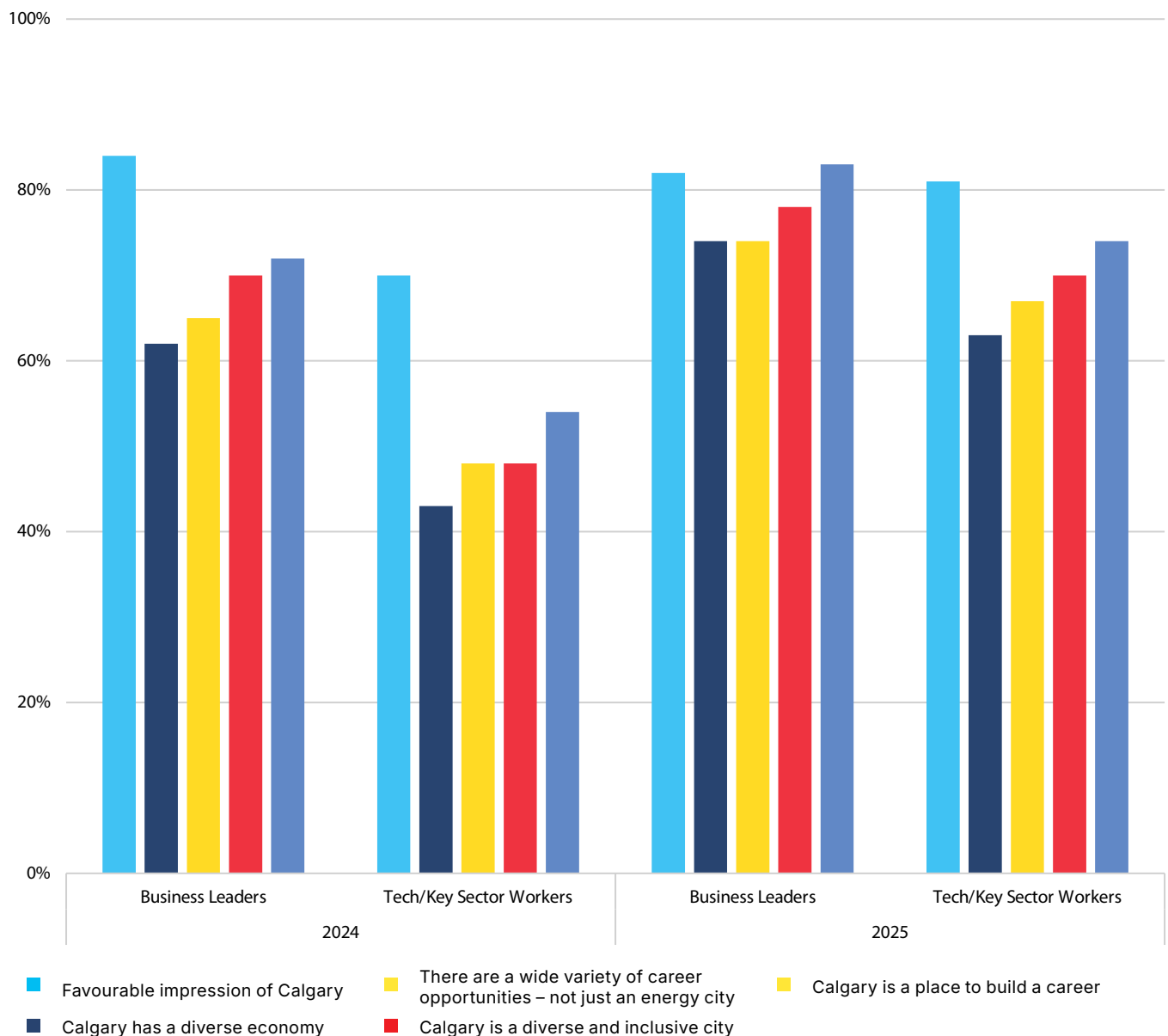
External perceptions (How Calgary is viewed)

External perceptions research tracks how business leaders and talent across sectors in key North American markets view Calgary over time, providing an indicator of brand resonance and competitiveness.

In 2025, perceptions strengthened across several indicators tied to opportunity and inclusiveness, particularly among tech/key sector workers (e.g., favourable impression at 81 per cent, diverse economy at 63 per cent, and career opportunities at 67 per cent).

Improved perceptions signal that Calgary’s story is resonating externally as a place of opportunity, diversity and career potential. This strengthens Calgary’s ability to compete for talent, investment and visitors—reinforcing the value of consistent brand adoption and sustained storytelling across sectors.

National and international perceptions of Calgary³²¹



That’s why coordinated storytelling matters: campaigns and partner activations help translate Calgary’s momentum into stronger recognition and consideration in the markets that influence investment and talent decisions.



Case Study

It's Possible: Calgary Economic Development brand campaign

In 2025, Calgary Economic Development (CED) launched It's Possible, a campaign designed to reinforce perceptions of Calgary as a place of innovation, possibility and resilience among business decision makers and talent. Anchored by a hero video featuring four bright minds advancing their ambitions in Calgary, the campaign contrasted moments of self-doubt with the city's make it happen spirit. Delivered through a paid media campaign in eight North American markets and supported by organic storytelling, it generated more than 21M impressions and 130K website clicks.

Annual external perceptions research conducted by Stone Olafson showed the campaign resonated. Three quarters of respondents said it created a positive impression of the city, and those who saw the ads reported higher favourability of Calgary (95 per cent) compared to those who did not (79 per cent). In a year marked by economic and trade uncertainty, the campaign helped strengthen perceptions of Calgary as a place to build a business and career.

In fall 2025, CED expanded the campaign with the Blueprint video series, which highlighted how Calgary innovators are helping solve global challenges across key sectors. Early performance exceeded benchmarks, with 69 per cent and 61 per cent video completion rates for the 30 second and 90 second versions, compared to an industry benchmark of 20 per cent. Together, these assets reflect the "it's possible" message as a clear signal of a city where ideas take shape, careers flourish and opportunity continues to grow.



WATCH

Transportation and Logistics:
How Calgary's inland port is becoming a global powerhouse.



WATCH

Quantum Technology:
Why Calgary is emerging as a force in next-gen computing.



WATCH

Agriculture:
How we're redefining food production for the future.

Truth and Reconciliation

A shared commitment

Truth and Reconciliation is embedded across all Uplook drivers, shaping how progress is pursued and measured and requires ongoing commitment and action. Economic participation among Indigenous Peoples in Canada is increasing, but meaningful gaps remain. Recent Statistics Canada²² data shows both progress and persistent inequities:

- Indigenous Gross Domestic Income (GDI) in Canada reached \$63.7 billion in 2023, an increase of 6.1 per cent from 2022.
- Indigenous GDI represented 2.3 per cent of total Canadian GDI in 2023, up from two per cent in 2012.
- Jobs held by Indigenous Peoples grew to nearly 918,000 in 2023, representing 4.4 per cent of all jobs in Canada.

Together, these figures highlight both the strength of Indigenous economic participation and the work still required to close gaps in representation, leadership and opportunity.

Continued efforts to address systemic barriers is needed. 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.

Case Study

University of Calgary: 2025 progress on ii'taa'poh'to'p

One way progress shows up locally is through education and research pathways that support Indigenous learners and leadership. In 2025, the University of Calgary advanced its Indigenous Strategy, ii'taa'poh'to'p, securing more than \$15 million in Indigenous-focused research funding between 2024 and 2025 and bringing total investment to \$57 million since 2018. Scholarships and bursaries for Indigenous students reached \$4.4 million in 2025, nearly triple the 2017 level. Access pathways also expanded, with seven faculty-based programs supporting Indigenous learners and more than 200 recruitment engagements contributing to an 18.5 per cent increase in Indigenous applicants. Indigenous graduates have increased 145 per cent since 2017, demonstrating the long-term impact of sustained commitment.

These efforts strengthen economic reconciliation by expanding access to education, building pathways into high-skill careers and supporting greater Indigenous participation in research, leadership and the knowledge economy.





7 Spotlight: Creative Economy

Reconciliation also shows up in how Calgary supports Indigenous creators and ensures cultural safety in the stories told about this place. Within the Creative Economy, the initiatives below highlight progress in Indigenous engagement, training and equitable access.

Indigenous Engagement Protocols

Reconciliation and inclusion are increasingly recognized as essential to Alberta's screen industries, where trust, consent and cultural safety must be foundational for productions on Indigenous land.

The *Respect on Set: A Treaty 7 Film Production Guide* for Indigenous Engagement was developed through dialogue with Treaty 7 Elders, knowledge keepers, filmmakers and community members, led by Cree/Dene educator and filmmaker Holly Fortier in collaboration with Two Canoes Media.

The guide recognizes that each Nation has distinct histories, practices and boundaries, and further work is needed to develop similar protocols for Treaty 6 and Treaty 8. It will be made available through the Screen Access Alberta website and shared with productions, guilds, unions and other partners to support respectful and culturally safe practices across the screen-based industries.

Indigenous In-Community Training Program

The Pathfinder Indigenous In-Community Training Program, delivered by Pathfinders Film Academy, completed its second cohort in December 2025. This two-week program was designed to meet rising production demand by equipping Indigenous participants with entry-level skills and certifications across five technical areas: locations, grip, art and props, assistant directing and background wrangling, and cast stand-in work. The program supported greater access to creative industry careers and helped build a stronger, more inclusive workforce.

Economic reconciliation is not separate from economic growth. When Indigenous Peoples have stronger access to education, leadership opportunities and culturally safe pathways into work, Calgary strengthens its talent pipeline, supports more inclusive prosperity and builds long-term resilience for the whole economy.

Looking Ahead

Calgary enters 2026 with a mix of pressure points and advantages. Labour market slack alongside rapid population growth continues to test the city's ability to match skills to jobs, while geopolitical uncertainty and rising trade protectionism increase risk for supply chains and investment flows. At the same time, Calgary's growth, skilled talent pool and momentum in innovation and trade diversification remain important strengths that can support resilience through uncertainty.

Talent: Turning growth into readiness

Rapid population growth creates opportunity, but in a softer labour market it also puts more emphasis on how quickly people can connect to jobs and career pathways. In that context, efforts that support skills development, workforce readiness and newcomer inclusion will remain important signals of whether Calgary's talent advantages translate into inclusive participation and long-term competitiveness.

Livability: Sustaining belonging under cost pressures

Affordability pressures are likely to remain a defining factor in how people experience Calgary day-to-day, even when community connection and amenities are strong. Continuing to strengthen great places and connected communities, including the momentum underway in downtown and investments in year-round experiences, can help reinforce belonging and quality of life while cost pressures persist.

Business Environment: Competing through access and agility

With trade and tariff uncertainty elevated, market access and ease of doing business matter even more to companies deciding where to invest, expand, or pilot new ideas. Calgary's connectivity gains, real-world testing supports like Living Labs, and regional collaboration through Invest Greater Calgary highlight the kinds of advantages that help businesses stay agile and compete in new markets.

Innovation: Moving from foundation to scale

In uncertain conditions, innovation ecosystems tend to benefit from clarity, coordination and strong pathways from idea to market. The direction underway through Calgary's Innovation Strategy, including sector-specific Innovation Nodes and ecosystem mapping, points to continued emphasis on collaboration and commercialization that supports companies as they grow and scale.

Brand: Converting momentum into consideration

When uncertainty rises, perceptions can shift quickly, which makes consistent storytelling more important over time. The consistent storytelling through the Blue Sky City activations and the It's Possible campaign help reinforce Calgary's narrative as a city of opportunity, diversity and momentum, supporting the perceptions that influence talent, investment and visitor decisions.

This report reflects what our community has advanced together, and the opportunity ahead: to keep strengthening the foundations that make Calgary a place where people belong, businesses grow and ideas scale.



Appendices

Data tables and endnotes

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 newcomers²³

Economic inclusion (income-based measure) of immigrants²⁴

STATUS	2025	2024	2023	2022	2021	2020	DATA AVAILABILITY
Immigrant – PR ²⁵	\$41,493	\$39,067	\$35,840	\$32,353	\$36,060	\$35,453	Annually
Immigrant – Non PR ²⁶	\$31,680	\$30,370	\$27,980	\$25,110	\$29,850	\$29,190	
Immigrant - Aggregate	\$41,520	\$39,300	\$35,720	\$32,240	\$36,100	\$35,580	
Total – Immigrant and Non-Immigrant	\$46,400	\$48,000	\$39,100	\$43,800	\$46,500	\$43,800	

KPI #2: Youth retention²⁷ and immigration²⁸

STATUS	2025	2024	2023	2022	2021	2020	DATA AVAILABILITY
Youth retention	84.5%	86.1% ²⁹	83.7% ³⁰	84.5% ³¹	84.7% ³²	84.6% ³³	Annually
Youth immigration	1,385	1,615	1,730	1,675	1,645	1,545	
Per cent of new immigrants	27%	25%	24%	21.5%	20%	17.5%	

KPI #3: Diverse and Indigenous representation in leadership

Indigenous representation in leadership³⁴

STATUS	2024	2023
Number of Indigenous people employed in management positions	<250 ³⁵	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)³⁶

PROGRAM	2024/2025	2023/2024	2022/2023	2021/2022	2020/2021	DATA AVAILABILITY
Charter	1,235	1,068	1,335	1,000	992	Annually
Public	142,992	138,140	131,202	125,176	122,451	
Private	3,710	3,409	3,331	3,205	2,979	
Separate	64,143	61,463	58,798	56,693	56,322	
Total	212,080	204,080	194,666	186,074	182,744	

Schooling enrollment³⁷ and completion³⁸ rates (post-secondary/colleges/institutes)

	ENROLLMENT RATES					DATA AVAILABILITY
	2024 - 2025	2023 - 2024	2022 - 2023	2021 - 2022	2020 - 2021	
International	15,866 (-2.78%)	16,320 (+25.7%)	12,978 (+32.5%)	9,792 (+17.3%)	8,346 (-1.3%)	Annually
Indigenous	3,055 (+9.81%)	2,782 (+5.3%)	2,642 (+3.6%)	2,551 (+8.4%)	2,353 (+4.3%)	
Total	79,840 (+3.09%)	77,446 (+10.3%)	70,206 (+4.4%)	67,257 (+1.8%)	66,084 (+0.9%)	
	COMPLETION RATES					DATA AVAILABILITY
	2024 - 2025	2022 - 2023	2022 - 2023	2021 - 2022	2020 - 2021	
International	6,953 (+43.7%)	4,839 (+38.1%)	3,502 (+33.2%)	2,630 (-12.2%)	2,955 (+19.3%)	Annually
Indigenous	698 (-0.99%)	705 (-0.8%)	711 (+1.9%)	698 (+15.0%)	607 (+1.2%)	
Total	23,487 (+14.9%)	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 YYC³⁹

INDICATOR	OPPORTUNITIES GENERATED ⁴⁰			DATA AVAILABILITY
	PROJECT TOTAL ⁴¹	2024	2023	
Innovative WIL generated ⁴²	2341	1890	261	Annually
Total Completions	1970	1764	200	
Innovative WIL opportunities generated for equity deserving groups ⁴³	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 YYC⁴⁴

INDICATOR	PROJECT TOTALS ⁴⁵	2024	2023 ⁴⁶	DATA AVAILABILITY
WIL opportunities generate ⁴⁷	927	557	253	Annually
WIL student placement count ⁴⁸	224	135	66	
WIL opportunities generated for equity deserving groups ⁴⁹	710	473	185	
Employers supported ⁵⁰	246	148	59	

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

KPI #1: Population growth

Population Growth of Calgary⁵¹

INDICATOR	2025	2024	2023	2022	2021	2020	DATA AVAILABILITY
Net population change ⁵²	52,351	100,179	95,784	49,754	15,632	28,530	Annually
Intra-provincial migration ⁵³	-2,790	-729	1,238	1,731	1,953	3,047	
Inter-provincial migration ⁵⁴	11,195	20,859	26,662	10,916	2,323	801	
International migration ⁵⁵	34,701	72,471	60,176	29,513	8,097	15,460	

KPI #2: Employment rates across diverse sectors⁵⁶

INDICATOR	2025	2024	2023	2022	DATA AVAILABILITY
Agriculture	0.3%	0.3%	0.6%	0.3%	Annually
Forestry, fishing, mining, quarrying, oil and gas	4.3%	4.6%	4.6%	4.9%	
Utilities	0.9%	0.9%	0.8%	0.9%	
Construction	8.5%	8.6%	8.6%	8.4%	
Manufacturing	4.5%	5.0%	4.3%	3.5%	
Wholesale and retail trade	12.3%	12.2%	12.6%	14.6%	
Transportation and warehousing	6.2%	6.2%	6.4%	6.3%	
Finance, insurance, real estate, rental and leasing	6.4%	5.8%	5.9%	5.9%	
Professional, scientific and technical services	13.3%	12.9%	13.7%	12.3%	
Business, building and other support services	3.0%	3.2%	3.3%	2.6%	
Educational services	6.1%	5.7%	6.2%	7.0%	
Health care and social assistance	11.7%	11.4%	11.5%	11.6%	
Information, culture and recreation	3.8%	3.8%	3.7%	4.2%	
Accommodation and food services	4.8%	5.5%	5.2%	5.1%	
Other services (except public administration)	3.0%	3.6%	3.8%	2.5%	
Public administration	3.5%	2.7%	3.0%	3.7%	

KPI #3: Jobs created⁵⁷

INDICATOR	2025	2024	2023	2022	DATA AVAILABILITY
Direct Jobs	7,828	7,454	7,183	10,878	Annually

Livability

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

KPI #1: Carbon emissions

GHG/Tonnes of CO2e emitted⁵⁸

INDICATOR	2024	2023	2022	2021	2020	DATA AVAILABILITY
Community-wide GHG Inventory (Total)	15,056,828 tonnes CO2-eq	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	9.97 tonnes CO2e/person	11.34 tonnes CO2e/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 sector⁵⁹

INDICATOR	2024	2023	2022	2021	2020	DATA AVAILABILITY	
Percentage of community wide GHG Inventory by sector	Transportation	38.4%	39%	35%	34%	32%	Annually (June)
	Waste	1.2%	1%	1%	1%	1%	
	Residential buildings	26.0%	26%	28%	28%	29%	
	Non-residential buildings	34.4%	34%	36%	37%	38%	

KPI #2: Renewable electricity capacity⁶⁰

Solar photovoltaic (PV) installations in Calgary

INDICATOR	2025	2024	2023	2022	2021	2020	DATA AVAILABILITY
Additional solar PV capacity installed	26,626 (kW)	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 adaption⁶¹

2023 - 2026	DATA AVAILABILITY
\$430 Million	Annually

Investment in rooftop-mounted solar photovoltaic installations in Calgary⁶²

INDICATOR	2025	2024	2023	2022	2021	DATA AVAILABILITY
Additional solar PV investments	\$75.8M	\$103.6M	\$60.4M	\$25.6M	\$14.5M	Annually
Cumulative total solar PV investments since 2009	\$326.5M	\$250.6M	\$147.1M	\$86.6M	\$61.0M	

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

KPI #1: Diversity of population⁶³

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 city⁶⁴

INDICATOR	2025	2024	2023 ⁶⁵	2022	DATA AVAILABILITY
Leaders in other markets perceives Calgary as a diverse city ⁶⁶	78%	70%	66%	75%	Annually
Talent in other markets perceives Calgary as a diverse city ⁶⁷	70%	48%	52%	61%	

KPI #2: Perception of safety across dimensions of diversity

Citizen’s perception of safety⁶⁸

INDICATOR	2025	2024	2023	2022	2021	DATA AVAILABILITY
Calgary is safe overall	75%	75%	69%	77%	85%	Annually
Calgary is safe for all residents and visitors, regardless of things like ethnicity, race, religion, income, or sexual identity+	52%	50%	47%	51%	54%	

KPI #3: Affordable housing⁶⁹

INDICATOR	2025	2024	2023	2022	2021	2020	DATA AVAILABILITY
Number of affordable housing units	6,670	6,601	6,683 ⁷⁰	7,100	7,100	7,108	Annually
Number of applications for subsidized housing	5,769 ⁷¹	6,342	6,931	5,046	Not reported	Not reported	
Number of applications on the waitlist	7,477 ⁷²	6,300 ⁷³	6,200 ⁷⁴	5,000 ⁷⁵	Not reported	Not reported	

KPI #4: Percentage of the population living downtown⁷⁶

INDICATOR	2022	DATA AVAILABILITY
Population living downtown	3.2% ⁷⁷	Five years - Federal Census
Downtown population growth rate	21.0%	

KPI #5: Quality of life

Perceptions of quality of life⁷⁸

INDICATOR	2025	2024	2023	2022	2021	2020	DATA AVAILABILITY
Citizen’s perceptions of quality of life	66%	61%	69%	64%	64%	75%	Annually
Citizen’s reporting a healthy sense of belonging	79%	76%	81%	80% ⁷⁹	28% ⁸⁰	45%	

Cost of living⁸¹

INDICATOR	2025	2024	2023	2022	DATA AVAILABILITY
Living wage per hour for Calgary	\$26.50	\$24.45	\$23.70	\$22.40	Annually

Priority 3: Build vibrant, healthy and accessible communities

KPI #1: Accessible communities and infrastructure⁸²

INDICATOR	2025	2024	2023	2022	DATA AVAILABILITY
Percentage of population within Major and Community Activity Centres, and 600m of Urban Neighbourhood Corridors	Not reported	Not reported	30% ⁸³	29%	Annually

KPI #2: Perceptions of amenity-rich communities⁸⁴

INDICATOR	2025	2024	2023	2022	2021	2020	DATA AVAILABILITY
Citizens proud to live in their neighbourhoods	81%	80%	81%	81%	84%	85%	Annually
Citizens regularly involved in neighbourhood and local community events	Not reported ⁸⁵	Not reported ⁸⁶	28%	27%	26%	26%	

KPI #3: Convenient and accessible transit and modes of transportation⁸⁷

INDICATOR	2025	2024	2023	2022	2021	DATA AVAILABILITY
Percentage of population within 400m of Primary Transit Network ⁸⁸	Not reported	Not reported	45% ⁸⁹	45%	Not reported	Annually
Percentage of trips using walking and cycling transportation ⁹⁰	Not reported	Not reported	15%	22%	20%	
Per cent of trips using transit ⁹¹	Not reported	Not reported	4%	3%	Not reported	
Perceptions of ability to move across the city ⁹²	64% satisfied/very satisfied with Calgary Transit 70% agree more money should be invested into Calgary Transit	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 score⁹³

INDICATOR	2025	2024	2023	2022	2021	DATA AVAILABILITY
Global livability index ranking	18	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	2025	2024	2023	2022	DATA AVAILABILITY
Number of amenities (theatres, museums, concert halls, art galleries, sport and recreation facilities) ⁹⁴	1,327	1,220	947	877	Annually
Number of City-operated and partner-operated publicly accessible recreation facilities ⁹⁵	>250	>250	>250	>250	
Number of recreation-focused partner relationship ⁹⁶	~200	~200	~200	~200	
Number of visits to City-operated recreation amenities (City-operated only) ⁹⁷	4.1M	4.0M	4.0M	2.7M	
Number of course hours run at City-operated recreation amenities (City-operated only) ⁹⁸	90,000	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) ⁹⁹	\$2.99M	\$2.6M	\$1.8M	\$1.2M	

KPI #2: Public arts, culture and entertainment events¹⁰⁰

INDICATOR	2024	2023	2022	2021	2020	DATA AVAILABILITY
Number of participants at public arts events hosted	3,691,072	3,785,622	3,480,618	2,826,990	1,461,106	Annually
Number of public arts events hosted	16,580	15,824	9,872	7,998	7,486	
Number of arts education activities provided by Calgary arts organizations for Children and youth	7,974	7,754	5,447	4,972	4,494	
Number of children and youth who participated in arts education activities provided by Calgary arts organizations	211,898	234,925	147,047	194,538	79,516	
Number of Indigenous artists and Indigenous led organizations receiving funding	51	69	79	63	53	

KPI #3: Tourism and visitor economy

TELUS Convention Centre events¹⁰¹

INDICATOR	2025	2024	2023	2022	2020	DATA AVAILABILITY
Number of events hosted by the TELUS Convention Centre	206	196	226	163 ¹⁰²	70	Annually
Economic impact for events held by the TELUS Convention Centre ¹⁰³	\$114.2M	\$110.4M	\$110.2M	\$89.9M ¹⁰⁴	Not reported	

Economic impact of tourism by category¹⁰⁵

INDICATOR	2024 ¹⁰⁶			2023			2022			DATA AVAILABILITY
	EXPENDITURE	GDP	JOBS	EXPENDITURE	GDP	JOBS	EXPENDITURE	GDP	JOBS	
Accommodation	\$775M	\$675M	6,600	\$738M	\$643M	6,300	\$651M	\$568M	5,560	Annually
Clothes gifts and other	\$358M	\$335M	4,240	\$341M	\$319M	4,040	\$250M	\$227M	2,960	
Food and beverage	\$893M	\$744M	11,130	\$850M	\$709M	10,600	\$726M	\$609M	9,090	
Recreation and entertainment	\$359M	\$321M	4,690	\$342M	\$306M	4,470	\$304M	\$272M	3,970	
Transportation	\$1.03B	\$1.07B	7,800	\$1.24B	\$1.02B	7,430	\$1.1B	\$915M	6,710	
TOTAL	\$3.69B	\$3.15B	34,460	\$3.51B	\$2.99B	32,900	\$3.03B	\$2.59B	28,300	

KPI #4: Number of Film and TV productions¹⁰⁷

INDICATOR	2025	2024	2023	2022	2021	2020	DATA AVAILABILITY
Film, television production and DME spend	\$233M	\$372M	\$246M	\$461M	\$522M	\$87M	Annually

Business Environment

Priority 1: Build a globally and digitally connected city.

KPI #1: Physical connectivity¹⁰⁸

INDICATOR	2025	2024	2023	2022	2021	2020	DATA AVAILABILITY
Physical connectivity activity (air cargo volumes)	5,231	5,217	4,946	5,370	5,363	4,782	Annually
Number of non-stop flights	108	93	90	86	76	42	

KPI #2: Commercial / Industrial real estate

Commercial downtown vacancy rates¹⁰⁹

INDICATOR	SUBMARKET	BUILDING CLASS ¹¹⁰	2025		2024		2023	2022 ¹¹¹	DATA AVAILABILITY
			VACANCY RATE (%)	YTD NET ABSORPTION (SF)	VACANCY RATE (%)	YTD NET ABSORPTION (SF)	VACANCY RATE (%)	VACANCY RATE (%)	
Vacancy rates - Downtown by class	Central Core	AA	19.7%	-520,846	14.5%	-187,455	13.5%	25.4%	Quarterly
		A	30.0%	105,857	34.5%	-284,307	31.8%		
		B	42.5%	-354,554	36.7%	-86,448	39.2%		
		C	25.6%	-13,253	24.3%	50,388	29.2%		
		Total	26.8%	-782,796	24.6%	-507,822	24%		
	Mid-West Core	AA	31.4%	-134,667	19.8%	143,116	34.1%	52.1%	
		A	53.4%	70,791	56.7%	62,638	58.8%		
		B	41.0%	-15,160	45.0%	-62,868	49.0%		
		C	45.6%	34,539	47.7%	25,840	50.0%		
		Total	43.7%	-44,497	46.3%	168,726	50.6%		
	West End	A	5.6%	-3,192	23.7%	8,712	31.4%	31.7%	
		B	14.5%	47,704	15.8%	-30,220	3.8%		
		C	30.9%	-18,536	33.2%	-35,128	39.5%		
		Total	21.0%	25,976	26.6%	-56,636	29.9%		
	East End	AA	14.3%	-107,355	8.6%	277,808	26.0%	38.3%	
		B	45.6%	31,499	48.4%	-27,839	51.3%		
C		68.1%	-38,485	55.0%	0	52.8%			
Total		29.9%	-114,341	26.4%	249,969	37.9%			
Total Downtown vacancy rates			30.4%	-915,658	29.5%	-145,763	31.2%	32.6%	

Commercial downtown vacancy rates¹¹²

INDICATOR	SUBMARKET	2025		2024		2023	2022	DATA AVAILABILITY
		VACANCY RATE (%)	YTD NET ABSORPTION (SF)	VACANCY RATE (%)	YTD NET ABSORPTION (SF)	VACANCY RATE (%)	VACANCY RATE (%)	
Vacancy rates - Industrial	Northeast	3.2%	421,774	3.6%	971,523	3.1%	2.0%	Quarterly
	Southeast	4.5%	660,836	4.4%	613,030	2.4%	2.1%	
	South Central	1.4%	170,902	2.0%	-101,682	1.7%	1.7%	
	Other	9.2%	1,222,484	10.7%	3,373,725	4.2%	3.1%	
	Total	4.2%	2,475,996	4.6%	4,856,596	2.7%	2.1%	

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 areas¹¹³

INDICATOR	2025	2024	2023	2022	2021	2020	DATA AVAILABILITY
Living lab projects	43	47	39 ¹¹⁴	159 ¹¹⁵	50	9	Annually
Autonomous Systems Testing Area(s): Remotely Piloted Aircraft System site utilization ¹¹⁶	Days: 150 Hours: 686	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 intelligence¹¹⁷

INDICATOR	2025	2024	2023	2022	2021	2020	DATA AVAILABILITY
Number of available open datasets	437	431	414	404	372	340	Annually

KPI #3: Number of headquarters per capita

Number of headquarters in Calgary¹¹⁸

INDICATOR	2025	2024	2023	2022	2021	2020	DATA AVAILABILITY
Number of corporate head offices in Calgary	105	104	106	99	102	118	Annually (August)

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

KPI #1: Companies retained, attracted, expanded¹¹⁹

INDICATOR	2025	2024	2023	2022	DATA AVAILABILITY
Companies attracted/retained/expanded	34	48	54	61	Annually

KPI #2: Perception that it’s easy to do business in Calgary¹²⁰

INDICATOR	BUSINESS LEADERS (agree / strongly agree)						DATA AVAILABILITY
	2025	2024	2023	2022	2021	2020	
Calgary is an easy place to do business	77%	62%	62%	72%	77%	75%	Annually
Calgary has a diverse economy that can support other industries	76%	64%	59%	77%	76%	71%	
Calgary is a low-cost jurisdiction to do business	74%	55%	58%	66%	65%	62.5%	
Calgary’s economic outlook is uncertain	60%	44%	56%	53%	60%	61%	

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

Decision timeline commitments in multidisciplinary and technical development applications¹²¹

INDICATOR	2025	2024	2023	2022	2021	DATA AVAILABILITY
Per cent of multidisciplinary development applications where decision timeline commitments were met	69	72	76	85	85	Annually
Per cent of technical development applications where decision timeline commitments were met	81	79	88	79	84	

Building permit processing time¹²²

EVENT	NEW PERMITS				ADDITIONAL PERMIT				DATA AVAILABILITY
	2025	2024	2023	2022	2025	2024	2023	2022	
Average Months for Building Permit Processing	2.04	2.05	4.43	3.45	2.57	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 Calgary¹²³

INDICATOR	2025	2024	2023	2022	2021	2020	DATA AVAILABILITY
Startup companies identified in Calgary	1481	2114	1475	1464	1452	1389	Annually

KPI #2: Number of venture deals and total capital funds¹²⁴

INDICATOR		2024	2023	2022	2021	2020	DATA AVAILABILITY
Number of venture deals and total capital funds secured	57 deals (#3 in Canada)	64 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)	\$371	\$630	\$501	\$647	\$500	\$353	

KPI #3: Diversity of startup leadership¹²⁵

Diversity of leadership at Platform Calgary member companies

INDICATOR	2025	2024	2023	2022	DATA AVAILABILITY
2SLGBTQIA+	5%	4%	6%	6%	Annually
Black, racialized or visible minority	35%	31%	29%	34%	
Canadian newcomer	20%	19%	15%	22%	
Indigenous	3%	3%	3%	4%	
Female or gender diverse	34%	33%	33%	34%	

Priority 2: 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 gender¹²⁶

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 gender¹²⁷

DEGREE COMPLETIONS	2025	2024	2023	2022	DATA AVAILABILITY
Total # of STEM Degree completions	1,197	1,075	1,079	848	Annually
Men	79%	79%	78%	80%	
Women	21%	21%	22%	21%	
Computer Engineering	619	366	382	305	
Men	82%	82%	80%	84%	
Women	18%	18%	20%	16%	
Math / Statistics	179	182	110	109	
Men	66%	63%	56%	57%	
Women	34%	37%	45%	43%	
Other Tech Engineering	399	527	587	434	
Men	80%	83%	80%	82%	
Women	20%	17%	20%	18%	

Workforce diversity in the tech industry¹²⁸

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

Gender diversity in the tech industry¹²⁹

INDICATOR	2025	2024	2023	2022	DATA AVAILABILITY
Per cent of female tech workers	27%	26%	31%	35%	Annually

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

Global Startup Visa Program applicants¹³⁰

INDICATOR	2025	2024	2023	DATA AVAILABILITY
Number of applicants for the Global Startup Visa Program	136	265	49	Annually

Alberta Work Permit holders by occupation and year in which permit(s) became effective¹³¹

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 spend¹³²

INDICATOR	2025 ¹³³	2024 ¹³⁴	2023 ¹³⁵	2022 ¹³⁶	2021 ¹³⁷	2020 ¹³⁸	DATA AVAILABILITY
Corporate R&D spend	\$278M	\$258K	\$815K	\$1.27M	\$1.16M	\$1.64M	Annually

KPI #2: Sponsored research (by companies with PSIs)¹³⁹

INDICATOR	2024 / 2025	2023 / 2024	2022 / 2023	DATA AVAILABILITY
Corporate sponsored research (in dollars - how much invested)	\$80.03M	\$71.84M	\$79.42M	Annually
Corporate sponsored research (in number of projects supported)	880	854	771	

KPI #3: PSI spin out companies

PSIs	2025	2024	2023	2022	2021	DATA AVAILABILITY
University of Calgary ¹⁴⁰	Data not available. ¹⁴¹	13	20	16	21	Annually
Mount Royal University (Growth Catalyst, SMEs in cohorts) ¹⁴²	25	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
	2025	2024	2023	2022	2025	2024	2023	2022	
Chinook Blast ¹⁴³	192K	433K	373K	410K	\$10.3M	\$15.7M	\$13.48M	\$8.2M	Annually
Calgary Stampede ¹⁴⁴	1.47M	1.48M	1.38M	1.2M	86% hotel occupancy	83% hotel occupancy	85% hotel occupancy	90% hotel occupancy	

KPI #2: Celebration of global festivities¹⁴⁵

INDICATOR	2025	2024	2023	2022	DATA AVAILABILITY
Subsidized events by the City of Calgary	148	147	108	90	Annually

KPI #3: Indigenous and multicultural tourism experience

Revenue of Indigenous Tourism Sector in Alberta¹⁴⁶

INDICATOR	2025	2024	2023	2022	DATA AVAILABILITY
Revenue growth	\$248M	\$273M	\$258M	\$234M	Annually
GDP contributions	\$138.6M	\$133.2M	\$126.4M	\$115.1M	
Jobs	3,975	3,890	3,792	3,520	

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

KPI #1: Local, national and international perceptions of Calgary¹⁴⁷

INDICATOR	BUSINESS LEADERS				TECH / KEY SECTOR WORKERS				DATA AVAILABILITY
	2025	2024	2023	2022	2025	2024	2023	2022	
Favourable impression of Calgary	82%	83%	82%	90%	81%	70%	70%	72%	Annually
Calgary has a diverse economy	74%	62%	59%	76%	63%	43%	49%	51%	
There are a wide variety of career opportunities - not just an energy city	74%	65%	66%	80%	67%	48%	52%	57%	
Calgary is a diverse and inclusive city	78%	70%	66%	Not surveyed	70%	48%	52%	61%	
Calgary is a place to build a career	83%	72%	72%	Not surveyed	74%	54%	61%	58%	

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 opportunity¹⁴⁸

INDICATOR	2025	2024	2023	2022	2021	2020	DATA AVAILABILITY
Media mentions	4,691	2,879	2,924	2609	1882	836	Annually

KPI #2: Amplification of stories about Calgary¹⁴⁹

INDICATOR	2025	2024	2023	2022	DATA AVAILABILITY
Social media engagements	176,869	211,207	156,328	193,611	Annually
Newsroom story page views	103,444	90,857	79,449	101,813	

Endnotes

1. 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>
2. Canadian Real Estate Association, 2025.
3. Statistics Canada. Table 11-10-0190-01 Market income, government transfers, total income, income tax and after-tax income by economic family type.
4. City of Calgary, Property Tax Analysis, 2024.
5. 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>. Data is not available on a national aggregate number for local residential property taxes.
6. 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>.
7. 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>
8. 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.
9. Includes total immigrants sponsored by family and economic immigrants (principal applicant, spouse, and dependent).
10. Includes refugee and non-economic immigrant pathways.
11. Calgary Foundation, 2025 Quality of Life Report
12. Sense of belonging was reported differently in 2022. Reported on "healthy sense of belonging".
13. Vibrant Communities Calgary. Calgary's Living Wage Reports: <https://enoughforall.ca/resources/living-wage>
14. Data provided by The Calgary Airport Authority.
15. Data retrieved from FP500+800 databases (T1.op 500+Next 300 largest corporations). Data is released annually in August reflecting numbers from the previous year. This number represents 2024 data as the most recent number available.
16. Calgary Economic Development External Perceptions Final Report 2025. Markets survey: Canada and U.S.
17. This data was provided by Start Alberta, Dealroom.co. Data is current as of March 3, 2025.
18. Canadian Venture Capital & Private Equity Association (CVCA), 2025 Canadian Venture Market Overviews.
19. Canadian Venture Capital & Private Equity Association (CVCA), 2025 Canadian Venture Market Overviews.
20. Data provided by Platform Calgary. Due to the optional nature of diversity questions, response rates may vary for each statement.
21. Calgary Economic Development External Perceptions Final Report 2025. Markets survey: Canada and U.S.

22. Indigenous peoples economic account, 2023: <https://www150.statcan.gc.ca/n1/daily-quotidien/251217/dq251217c-eng.htm>
23. 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.
24. 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.
25. Includes total immigrants sponsored by family and economic immigrants (principal applicant, spouse, and dependent).
26. Includes refugee and non-economic immigrant pathways.
27. 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.
28. 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.
29. Retention Rate of immigrants aged 15 to 24 years, admitted year 2017, by VECTOM: 2022 (most recent data).
30. Retention Rate of immigrants aged 15 to 24 years, admitted year 2016, by VECTOM: 2021.
31. Retention Rate of immigrants aged 15 to 24 years, admitted year 2016, by VECTOM: 2020.
32. Retention Rate of immigrants aged 15 to 24 years, admitted year 2016, by VECTOM: 2019.
33. Retention Rate of immigrants aged 15 to 24 years, admitted year 2016, by VECTOM: 2018.
34. Custom dataset from Statistics Canada, 2024.
35. Fewer than 250 explicitly identified Indigenous people work in leadership positions in Calgary based on NOC classification. The exact number is not available at this time as the number is suppressed and does not meet the threshold of confidentiality. This is consistent with findings from the last two years.
36. Government of Alberta. Student enrolment by school authority and grade level. Open Government Portal.
37. 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>.
38. 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>.
39. Data provided by TalentED YYC.
40. Opportunities generated includes the number who registered for the Innovative WIL activity.
41. Project total represents the period of February 2023 – February 2025.
42. 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.

43. 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.
44. Data provided by TalentED YYC.
45. Project total represents the period of February 2023 – March 10, 2025.
46. 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.
47. Traditional WIL opportunities generated and posted to the TalentED YYC portal.
48. Students enrolled in Traditional WIL placements. This number is not comprehensive, due to challenges with validating and tracking this data.
49. Traditional WIL opportunities generated for students from an equity group.
50. Unique and returning employers who have posted to the TalentED YYC portal.
51. Statistics Canada. Table 17-10-0149-01 Components of population change by census metropolitan area and census agglomeration, 2021 boundaries
52. Net population increase is the sum of natural increases, inter-provincial migration and international migration.
53. Intra-provincial migration refers to the migration of individuals from other parts of Alberta to Calgary.
54. Inter-provincial migration refers to migration from other provinces into Calgary.
55. International migration refers to number of immigrants arriving in Calgary.
56. This data was retrieved by using annual Statistics Canada employment numbers divided by Statistics Canada labour force size to get employment rate by industry.
57. Data retrieved from Calgary Economic Development end of year Balanced Scorecard 2025. Includes direct jobs created/retained/expanded for all sectors and based on a forecasted three-year job count.
58. Data provided by the City of Calgary. Most recent data available at time of report is for 2024.
59. Data provided by the City of Calgary: https://data.calgary.ca/Environment/Community-wide-Greenhouse-Gas-GHG-Inventory/m7gu-3xk5/about_data. Most recent data available is for 2024.
60. Data updated in 2025 including revised historical data from 2020 onwards. Data provided by the City of Calgary based on total installed solar capacity registered with Enmax under the Microgen Regulation for systems less than 3 MW.
61. 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.
62. Data provided by the City of Calgary based on total installed solar capacity registered and publicly available solar PV system cost averages and benchmarks.
63. 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.

64. Calgary Economic Development External Perceptions Final Report, 2025. Markets surveyed: Canada and the U.S.
65. 2023 and 2022 data is in response to the statement "Calgary is a diverse and inclusive city". The statement changed slightly for 2024.
66. Agree/Strongly agree with the statement that "Calgary is a diverse city"
67. Agree/Strongly agree with the statement that "Calgary is a diverse city"
68. City of Calgary's 2025 Fall Survey of Calgarians.
69. Data provided by Calgary Housing.
70. 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.
71. New applications received in 2025
72. These are approximate waitlist numbers at the end of December 2025.
73. These are approximate waitlist numbers at the end of December 2024.
74. These are approximate waitlist numbers at the end of December 2023.
75. These are approximate waitlist numbers at the end of December 2022.
76. 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>.
77. Per cent of the total population (46,763 people).
78. Calgary Foundation, 2025 Quality of Life Report
79. Sense of belonging was reported differently in 2022. Reported on "healthy sense of belonging".
80. Sense of belonging was reported differently in 2021 and 2020. Reported on "strong sense of belonging".
81. Vibrant Communities Calgary- Calgary's 2025 Living Wage Report: <https://enoughforall.ca/projects/calgarys-living-wage-2025>.
82. Data provided by The City of Calgary
83. Data for 2024 has not been published as of time of writing. Most recent available and updated data is from 2023.
84. City of Calgary's 2025 Fall Survey of Calgarians.
85. This indicator was not measured in the City of Calgary's 2025 Fall Survey of Calgarians.
86. This indicator was not measured in the City of Calgary's 2024 Fall Survey of Calgarians.
87. Data provided by the City of Calgary unless otherwise indicated.
88. Data was not available at time of report publication.
89. Number reported on is a 60-year-target.
90. Data was not available at time of report publication.
91. Data was not available at time of report publication.
92. City of Calgary's 2025 Spring Survey of Calgarians.
93. 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.

94. Trip Advisor "Things to do in Calgary", data current as of February 2, 2026
95. Data provided by The City of Calgary. This is a metric The City will be tracking through GamePLAN. 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.
96. Data provided by The City of Calgary. This is a metric The City will be tracking through GamePLAN. 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, Westside Recreation Centre, MNP Community and Sport Centre, Trico Centre for Family Wellness, Cardel Rec South 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.
97. Data provided by The City of Calgary. Includes attendance for Admissions, Pass/Punchcard Scans, Registered Programs and Booking visits for all recreation sites (Arenas, Athletic Parks/Soccer Centre, Leisure Centres, Pools and Sailing school) excluding Arts Centres.
98. Data provided by the City of Calgary. The increase in 2025 compared to 2024 is primarily driven by increased swim lesson hours.
99. Data provided by the City of Calgary
100. Data provided by Calgary Arts Development and represents attendance at Calgary based events only. Due to data timelines, there is a two year lag for reporting. The most recent data at this time is for 2024.
101. Data provided by TELUS Convention Centre.
102. Due to continued COVID restrictions in Q1 of 2022, these event numbers reflect events from Q2-Q4.
103. Data provided by TELUS Convention Centre. This number reflects direct, indirect and induced impact.
104. Due to continued COVID restrictions in Q1 of 2022, these event numbers reflect events from Q2-Q4.
105. Data provided by the Calgary Hotel Association and represents numbers for Calgary and area. Source: Tourism Satellite Account (Statistics Canada), Travel Alberta, and industry performance indicators. 2024 figures are preliminary estimates based on observed visitation and accommodation trends.
106. Tourism economic impact figures are based on the most recent confirmed Tourism Satellite Account data from Statistics Canada, supplemented by provincial reporting from Travel Alberta and industry performance indicators (including accommodation trends). As full Tourism Satellite Account data is subject to a typical two-year reporting lag, 2024 figures are presented as preliminary estimates derived from 2023 baseline data and adjusted to reflect observed growth in visitation, hotel performance, and major event activity. Finalized 2024 figures will be updated once official data is released.
107. Data retrieved from Calgary Economic Development end of year Balanced Scorecard, 2025. 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.
108. Data provided by The Calgary Airport Authority.
109. CBRE - Calgary Downtown Office Report Q4 2025, CBRE Research.
110. 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.

111. 2022 numbers represent total for each submarket.
112. CBRE - Calgary Industrial Report Q4 2025, CBRE Research.
113. Data from the City of Calgary.
114. 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).
115. Drone site requests (122) and unique living lab requests (37).
116. RPAS site utilization = # of Days and Hours booked at Point Trotter and Shepard site.
117. Data from The City Of Calgary.
118. 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 2024 data as the most recent number available.
119. Data retrieved from Calgary Economic Development end of year Balanced Scorecard 2025.
120. Calgary Economic Development External Perceptions Final Report, 2025. Markets surveyed: Canada and U.S.
121. Data provided by City of Calgary.
122. 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.
123. This data was provided by Start Alberta, Dealroom.co. Data is current as of February 2025
124. Canadian Venture Capital & Private Equity Association (CVCA), Venture Capital Canadian Market Overview, 2025 Year-In-Review report.
125. Data provided by Platform Calgary. Due to the optional nature of diversity questions, response rates may vary for each statement.
126. 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.
127. CBRE: Scoring Tech Talent 2025.
128. CBRE: Scoring Tech Talent 2024.
129. CBRE: Scoring Tech Talent 2025.
130. 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.
131. 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. 2025 data unavailable at publication.
132. 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.
133. Spend in 2024, reported in 2025. Seven Calgary-based headquartered companies included on the

list: Imperial Oil Ltd., Syncrude Canada Ltd., Parson Systems Inc., Computer Modelling Group Ltd., Blackline Safety Corp., Exro Technologies Inc., TC Energy.

134. 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.
135. 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.
136. Spend in 2021, reported in 2022. 11 companies headquartered in Calgary.
137. Spend in 2020, reported in 2021. 11 companies headquartered in Calgary.
138. Spend in 2019, reported in 2020. Nine companies headquartered in Calgary.
139. Data provided by University of Calgary (national and international corporations), SAIT (Applied Research and Innovation Services division) and Bow Valley College. 2024/2025 data also includes Mount Royal University. Numbers are an aggregate of all post-secondaries identified above.
140. Data provided by University of Calgary.
141. Data will be available in June 2026.
142. 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>.
143. Attendance in 2025 was negatively impacted by several factors, including the closure of Olympic Plaza, which distributed the event footprint, persistently extreme cold throughout programming days, and the absence of the Artists Pavilion (formerly sponsored by TD Bank Group).
144. Attendance data provided by The Calgary Stampede and economic impact data provided by the Calgary Hotel Association.
145. Data provided by The City of Calgary.
146. Data retrieved from the Indigenous Tourism Alberta website: <https://indigenoustourismalberta.ca/>. Source: Indigenous Tourism Alberta 2025-2026 Action Plan: Come Grow With Us.
147. Calgary Economic Development External Perceptions Final Report, 2025. Markets surveyed: Canada and U.S.
148. Calgary Economic Development 2025 Digital Analytics Review.
149. Calgary Economic Development 2025 Digital Analytics Review. Social media channels include LinkedIn, Twitter, Facebook, Instagram

uplook

AN ACTION
PLAN FOR
OUR ECONOMY



UPLOOKCALGARY.COM