The Calgary ‘Boom’

- 2nd highest population growth (CMA) 2001-2006 (16%)

Economic Outlook
- Lower GDP growth – 6.6% in 2006 to 3.9% in 2007
- Increased Inflation rate – 5.4% for 2007 (est) up from 3.7% in 2006
- Lower employment growth – 1.9% down from 7% estimates in 2006
- Increased unemployment rate – 3.7% in 2007 up from 2.4% forecasted in 2006
The Calgary ‘Boom’

♦ Housing starts
  ♦ Down but still above national average
    ♦ 2007: 15,000 (down from 17,500 predicted in 2006)
  ♦ Calgary & Edmonton in ‘top 4’ of housing starts in Canada

♦ Pressure points “…that will … brake… the local economy” (Legge 2006)
  ♦ 1) Labour shortage, 2) Lack of affordable housing, 3) Lack of commercial space.

Shift in perceptions - 2004 to 2006

CED Business Survey

- Analyzed across 6 factors (and several sub-factors):
  1. Business Infrastructure
  2. Quality of Life
  3. Communications and Education
  4. Markets and Capital
  5. Strategic Intelligence
  6. Labour resources
Factor 1: Business Infrastructure

Key sub-factors:
- Transportation infrastructure (2004 & 2006)
- Processes for building permits (2004 & 2006)
- Available land (2006)
- Adequate industrial/commercial space (2006)
Factor 2: Quality of Life

- **IMPORTANT - CHALLENGES**
- **IMPORTANT - SUCCESSES**

*Balancing growth & environment (2004 & 2006)*
**Factor 3: Communication/Education**

- **IMPORTANT - CHALLENGES**
- **IMPORTANT - SUCCESSES**

- **2004**
  - Info on access to government programs/services
  - Communication between businesses
  - Mentoring programs for small businesses (2004 & 2006)
  - Programs to educate & train workers (2006)

- **2006**

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The chart illustrates the importance and satisfaction levels for communication and education factors, with challenges and successes marked accordingly for the years 2004 and 2006.
Factor 4: Markets & Capital

- Partnerships between levels of govt for ec dev (2004)
Factor 5: Strategic Intelligence

![Diagram showing the importance and satisfaction of strategic intelligence over two years (2004 and 2006). The diagram includes two ovals: one representing challenges and another representing successes. The challenges oval is closer to the 3.00 satisfaction mark, indicating lower satisfaction, while the successes oval is closer to the 6.00 satisfaction mark, indicating higher satisfaction.](image)

- Availability of industry and sector specific intelligence (2004)
Factor 6: Labour Resources

- Access to skilled labour (2006)

\[ \text{importance} \]

\[ \text{satisfaction} \]

- Important - Challenges
- Important - Successes

\[ 2004 \]
\[ 2006 \]
Calgary’s ‘Creative’ Buzz

Distribution of Firms Interviewed to date (n=15)

- Boom & Buzz: Characterizing ‘Creative’ Calgary -
Calgary’s ‘Creative’ Buzz

♦ Firm characteristics...
  ♦ Average revenue (2006) = $9.64 M
    ♦ Average % revenue from province = 64%
    ♦ Average growth in revenue (last 3 years) = 95%
    ♦ Average projected revenue growth (next 3 years) = 52%
  ♦ 60% of firms 100% Canadian owned
  ♦ Total # employees (n = 741)
    ♦ average # employees per firm = 67
    ♦ 10% directors / senior management
    ♦ 85% skilled labour
    ♦ 5% unskilled
    ♦ 5% identified as ‘creatives’ (of total n = 741)
Calgary CMA ‘Referral’ Network

Network of Firms, Creatives and Support Orgs
(as of April 30, 2007)

n = 13 (firms)
Calgary’s ‘Creative’ Buzz

♦ Observations:
  ♦ Multimedia / Advertising sector:
    ♦ Relatively young, creative individuals
    ♦ creating a ‘BUZZ’

♦ Calgary’s Health Industry (n = 14)
Calgary CMA Health Industry Network

Network of Firms, Creatives and Support Orgs
(as of April 30, 2007)
n = 14 (firms)

- Firms
- Broker firms
- Broker other organisations
- Creatives ("brokers")
Thank you!

Boom & Buzz:
Characterizing ‘Creative’ Calgary

Ryan, Langford, Hawkins, Feng, Li & Ross
May 2007
Shift in perceptions - 2004 to 2006

- CED Business Survey
  - 2004
  - n = 261
  - Perceptions:
    - High optimism
    - Calgary is best/among best places to do business (81%)

- CED Business Survey
  - 2006
  - n = 451
  - Perceptions:
    - Calgary viewed “in a class by itself”
    - Capacity to successfully accommodate the ‘boom’? - *split* opinion
The Team’s Approach

♦ Interview process/strategy
  ♦ Goals:
    ♦ Meet requirements of national team
    ♦ Achieve good coverage
    ♦ Elicit full response / obtain info on Calgary CMA
    ♦ Timely (within 1 hour)
    ♦ Reduce bias
    ♦ Reduce structure
The Team’s Approach

♦ Interview process/strategy
  ♦ Calgary’s Theme I & II questionnaires
    ♦ Small number of stimulus questions
    ♦ Probe for additional information throughout
    ♦ Snowballing technique
      ♦ firms & creatives ‘self’ identify!
  ♦ Beta test (n = 6)
    ♦ Coding / comparisons with national questionnaire
    ♦ Result: good coverage!!!
The Team’s Approach

♦ To date…

♦ Focus on Theme I interviews (Firms)
  ♦ n = 15

♦ Initiated Theme II (Creatives)
  ♦ n = 7

♦ Will start Theme III

♦ Other: Calgary’s Health Industry
  ♦ n = 14