

CIVIC PARTNER 2019 ANNUAL REPORT SNAPSHOT- CALGARY ECONOMIC DEVELOPMENT LTD.

CPS2020-1051 Attachment 19
ISC:UNRESTRICTED

CALGARY ECONOMIC DEVELOPMENT LTD.

Mandate: Calgary Economic Development works with business, government and community partners to position Calgary as the location of choice for the purpose of attracting business investment, fostering trade and growing Calgary's workforce.

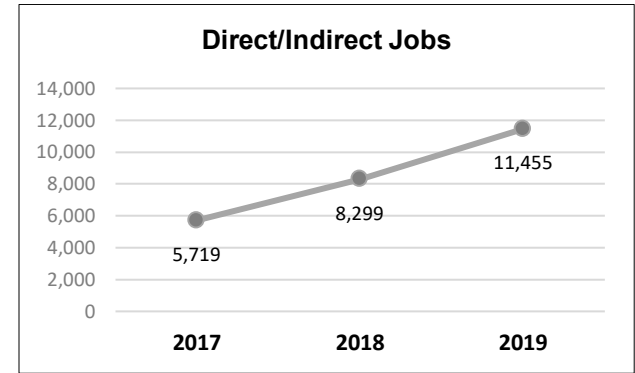
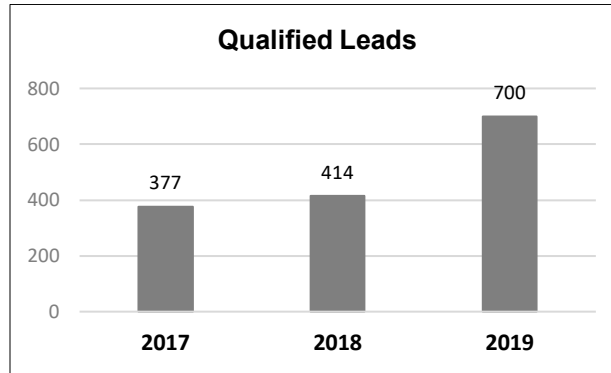
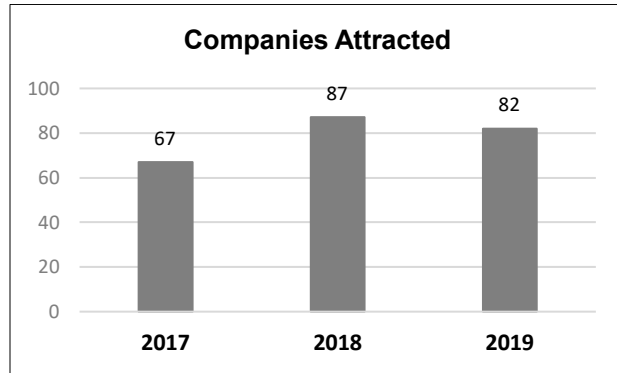
One Calgary Line of Service: Economic Development and Tourism

2019 City Investment

Operating Grant:\$9,877,765

City owned asset? No

2019 Results:



The story behind the numbers

- Companies attracted included Advanced Micro Devices, a Silicon Valley-based semiconductor company that opened a second Canadian office in Calgary; and BASF, a global chemical company that relocated its Agriculture Solutions Canadian headquarters from Ontario to Calgary.
- Signature events continued to be extremely well received including the Economic Outlook and Start Up Launch Party events drawing record crowds for each, with Launch Party seeing at 50 per cent increase.
- Media equivalency continues to be strong and supports our position as the storyteller for our community with content that people want to engage with.

Current state 2020: COVID-19 impact

- Developed a revised 2020 workplan to three phases of the pandemic – reactive, recovery and rebuild.
- Projected a 39 per cent reduction in local partnership investments as companies look to conserve cash.
- Transitioned programming online including EDGE UP that had a 98 per cent completion rate. Launched an online information page - Connecting YYC Marketplace, Job Board and Student site.

Service impact: Moderate

Current demand for service: Demand is steady, largely business as usual.

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Organizational Structure: City of Calgary Wholly Owned Subsidiary, Part 9 Company

Fiscal Year: December 31, 2019

Related Subsidiaries or Foundations: Calgary Film Centre Ltd.

Delivers Council Approved Strategy: *Calgary in the New Economy: An Economic Development Strategy for Calgary*

City 2019 Operating Grant: \$9,877,765

STRUCTURE

1. Vision, Mission and Mandate:

Vision: Calgary Economic Development is the leading economic development agency in Canada.

A leading economic development agency is one with a high performing and engaged team, delivers excellent client service, maintains a strong brand for the organization and the community and successfully supports the retention, growth and attraction of people and companies.

Mission: We collaborate to advance opportunities in achieving economic success, embracing shared prosperity and building a strong community for Calgary.

Mandate: Calgary Economic Development works with business, government and community partners to position Calgary as the location of choice for the purpose of attracting business investment, fostering trade and growing Calgary's workforce.

2019 RESULTS

2. What key results did your organization achieve in 2019 that contributed to one or more of the [One Calgary Citizen Priorities](#)? (*A Prosperous City, A City of Safe & Inspiring Neighbourhoods, A Healthy and Green City, A Well Run City*)

Through our work marketing Calgary and supporting companies to stay, expand or move to Calgary, Calgary Economic Development (CED) contributes directly to the goal of a prosperous city. In 2016 we set out ambitious targets for company expansion and attraction, along with associated jobs being maintained and created. Note in 2019 we counted companies that were retained, existing companies that expanded and companies that were attracted to Calgary. From these we counted the anticipated direct jobs from those companies. Key results from 2019 include:

- Supported the attraction and retention of 82 companies (including film productions) – and 11,455 direct/indirect jobs – up from 8,074 (including film and television jobs);
- Curated 700 qualified leads and 91 prospects;
- Participated in 33 inbound and outbound trade missions;
- Supported over \$197 million in film and television production (up from \$181 million in 2018);
- Continued to support the Calgary Film Centre in growth of Calgary's creative industries achieving a 77% occupancy rate;
- Responded to 544 research inquiries and produced 3 sector studies;
- OCIF announced 7 projects that cumulatively had a total investment size of \$127M. OCIF committed \$17.5M in milestone-based funding across these 7 projects to secure 688 jobs, 385 new training spaces, and absorbing 250,300 sq. ft. of commercial real estate.
- Launched EDGEUP, a skills development and transition program for displaced mid-career oil and gas professionals to pivot into technology jobs. This program was initiated following the

award of \$1.5M in federal funding and included the collaboration and partnership of 5 organizations, with CED as the lead organization;

- Startup Calgary hosted 4,387 participants at 65 events through the year, supporting 20 companies in securing more than \$32 million in growth funding and generating 125 jobs.
- The Trade Accelerator Program (TAP) was involved in 13 trade deals more than doubling the intended target for the year of 5 trade deals. 17 TAP alumni companies attended international trade missions.

3. What quality improvement changes did you make, or operational efficiencies did you find in 2019?

In an effort to better position our teams to collaborate for shared success on key projects, CED sought an office space that housed all members within one location when our lease expired at the Calgary TELUS Convention Centre in 2019. Benefiting from advantageous rental rates via a sub-lease, CED moved its staff into the BOW, bringing together staff from three locations. With a rental rate equivalent to the Convention Centre rates, this move also assisted in being financially prudent. The additional benefit of locating in the BOW was the ability to showcase Calgary real estate to executives of companies seeking expansion opportunities in our city.

CED completed a corporate reorganization which included many initiatives: we aligned the business development team and the client services team to one Vice-President to provide seamless client support. Established an Operations team which included dedicated staff to manage the Calgary Film Centre and streamline operational activities for all 3 entities. In addition, a reorganization brought in a Film Centre Business Development Manager as part of Creative Industries (CI) team which increased marketing and sales capacity. CI Team also hired a Business Development Manager for Interactive Digital Media to work in the gaming, digital media, AR/VR/XR & e-learning sectors. Research and Strategy team added a Director of Innovation and Director of Strategy to enhance focus on initiatives in *Calgary in the New Economy*. OCIF hired 3 longer term employees to reduce use of contactors and short-term support adding more continuity.

In 2019, CED completed its transition to Microsoft O365 cloud environment the final step of moving shared files to Sharepoint online. This allows enhanced collaboration and efficiencies with shared files. With the use of Microsoft Teams for communication we eliminated required costs for telephone hardware and reduced meeting technology costs. By the end of the year, CED purchased equipment to move all employees to Microsoft Surface Pro and worked to eliminate desktops for almost all employees, this allowed immediate efficiency with WORKshift and collaboration.

4. What program, service or initiative was most successful in 2019? What lessons learned from this experience can inform future work?

Through first-hand research, community input and business development client feedback it was clearly identified that to successfully compete with other Canadian and International jurisdictions for the relocation and expansion of companies, Calgary's talent gap needed to be addressed. Talent, and talent attraction, is one of CED's top priorities and in an effort to help draw, and change perceptions of our community, Calgary Economic development built and launched the Live Tech. Love Life. platform in 2019 along with a new set of video assets for our core industrial sectors proved successful in helping change some of the narrative about our community outside of our market. Through this initiative we have been able to raise the profile of our diverse ecosystem and draw greater media awareness and pick up. In 2019 we generated over \$8 million dollars in media value through our communication and social initiatives and the overall aggregated readership of our



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content surpassed 1 billion in the same period. The biggest takeaway is that an effort to support the story telling of the companies, individuals and innovation in our community will continue to help reframe Calgary as a destination for people and companies who want to solve some of the world's greatest challenges through technology and that our community is open and supportive to ensure future resiliency and prosperity.

2019 also saw Calgary Economic Development's signature events, which included Report to the Community, Economic Outlook 2020 and

Start Up's Launch Party, deliver record attendances for each of these community driven initiatives. Of particular note was a 50% increase in the official attendance at Launch Party in 2019 which further reflects the growing, and supporting of, the tech innovation ecosystem crucial for the growth of our city.

In 2019, CED attended the inaugural Collision conference in Toronto as a sponsor of the event. The Business Development and Creative Industries teams hosted 108 B2B meetings resulting in 50 new leads and hosted a 'Get to Know Calgary' reception with Mayor Nenshi. CED partnered with the Invest in Canada team and supported the partnership by staffing their booth and having CED spokespeople participate in Calgary panel conversations. The StartUp Calgary delegation held 102 investor meetings and in addition to creating a significant trade show activation area, CED achieved 295K mobile impressions, 1.5M #yycenergy impressions and a 52% increase in Be Part of the Energy page views.

The Trade Accelerator Program (TAP) hosted five sessions in 2019. Since its launch in 2018, 104 companies from all sectors of the economy have participated in the program. In the six-week program, companies acquire the skills and knowledge needed to expand into new markets while creating an actionable export plan. In the sessions, companies are mentored by subject matter experts with insight on topics from law and finance to marketing and logistics. A key lesson was the implementation of a TAP alumni network which had acted as a catalyst for enlisting new companies to the program and to also share experiences with other small companies. It has proven to be very effective and considered by other TAP networks in Canada to be best practice.

5. What is one success story from 2019 that demonstrates how you worked in partnership with other community, private or public organizations to achieve shared results for Calgary and Calgarians?

CED

With demand for talent, and specifically tech talent, being at the core of needs for companies as they look to grow, expand and relocate to our jurisdiction the ability to not only attract out of market talent, but to build the necessary pipeline of well-versed technology infused talent is crucial to our future ability to attract and retain companies and people. Through commissioned research, Calgary Economic Development identified that Digital Transformation (DX) investment and spending across all of our industrial sectors would total \$18.4 billion dollars between 2019 and 2023 and would reflect a need of over 77,000 new technology related jobs across the province. CED worked with the Information Communications Technology Council, the U of C, SAIT, Bow Valley College and Riipen on a program design to train mid-career workers from the Oil and Gas sector to help them pivot to new in-demand digital opportunities. As a result, \$1.5M was awarded to launch EDGE UP, supporting 100 displaced professionals. The average age of the participants is 46, and almost 50% have education above a bachelor's level and over 55% have been displaced for 2 years or more. To date, over 1200 displaced O & G professionals have expressed interest in the program.



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Bessie Box is a 2019 TAP graduate company delivering high-quality and locally-sourced meat across Alberta. The company has built a supply chain connecting producers to processors to customers. The company achieved over 160 customers within the first six months of operation.

OCIF

The Opportunity Calgary Investment Fund announced seven funding agreements in 2019 that supported the expansion of the innovation ecosystems and/or strengthened the local talent pipeline for jobs created in the digital transformation of our industrial sectors. The Board of Directors approved milestone-based investments worth \$17.5 million in 2019 as the portfolio expanded in health and life sciences, energy, technology and training for workers. Cumulatively, the seven projects had a total investment size of \$127M, and secured 688 jobs, 385 new training spaces, and absorbed over 250,000 square feet of commercial real estate. At yearend 2019, almost 25 per cent of the \$100 million Fund had been approved for nine projects since its launch in April 2018. Additionally, more than \$7 million had been paid to recipients for the achievement of specifically approved economic development related milestones by the recipients. The Fund has become an effective tool to accelerate the implementation of *Calgary in the New Economy* and the Board ensures there is alignment with the economic strategy as part of the rigorous and disciplined evaluation and review processes for all applications.

As part of our cluster development, or ecosystem stream, OCIF and CED worked with the University of Calgary on a pivotal investment in the Life Science Innovation Hub. The Hub is a bridge to commercialize the advanced research at the University of Calgary. It provides lab and office space for researchers and companies to turn ground-breaking ideas into businesses. OCIF funds supported specific entrepreneurial programs and training to accelerate the growth of new companies.

CFCL

CFCL welcomed it's largest budget feature film in to the facility Ghostbusters Afterlife, it was also the first partnership with Sony pictures, who had a great experience producing in Alberta. Throughout 2019, CED worked with industry stakeholders on government advocacy which resulted in film/TV production incentive change from grant to Tax Credit system for budgets above \$500K with a per project cap increase to \$10M and maintained the Alberta Film Production Grant for local projects with budgets under \$500K.

RESOURCES

6. **Please estimate how The City's operating funding was allocated in 2019. Mark all areas that apply by approximate percentage. For example, 45% allocated to staffing costs, 10% to evaluation or research, etc.**

City Base Grant	Non-Core City ¹	Non-Core Other ²	CED Total	Expense Category
14%	37%	58%	23%	Advertising and promotion
7%	14%	40%	14%	Programs or services
1%	0%	0%	1%	Office supplies and expenses
4%	4%	0%	3%	Professional and consulting fees

¹ Non-Core City funding includes Economic Resiliency Grant.

² Non-Core Other funding includes: Ryerson University Funding for EdgeUp Program, Government of Alberta Grant, Innovation, Science , and Economic Development (ISED) Grant, Team Calgary corporate partnership program, and other grants and sponsorships.



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62%	35%	2%	50%	Staff compensation, development and training
0%	0%	0%	0%	Fund development
1%	0%	0%	1%	Purchased supplies and assets
3%	0%	0%	2%	Facility maintenance
8%	10%	0%	6%	Evaluation or Research
0%	0%	0%	0%	<i>Other, please name:</i>
100%	100%	100%	100%	

7. Did volunteers support your operations in 2019? If yes: Volunteers are actively engaged in support of Startup Calgary.

How many volunteers?	66
Estimated total hours provided by volunteers:	456

8. What resources did your organization leverage to support operations in 2019?

In 2019, the Base Operating Grant was \$9.9M, of which approximately 62% is used for staff compensation. CED partnered with other orders of government and businesses to leverage The City of Calgary's Base Operating Grant to generate additional revenue to support our business plan activities. This includes:

- Other grants from The City of Calgary totaling \$371K (2018 - \$2.5M);
- Revenue recognized from other orders of government was \$779K (2018 - \$1,530K);
- Team Calgary (TC) revenue earned was \$805K (2018 - \$660K);
- Other sponsorship revenue (incl. funding for Startup Calgary Initiatives) was \$895K (2018 - \$677K)
- Approximately \$550K of in-kind services received, primarily focused on marketing activities (2018 – \$614K).

The ratio of revenue from outside of the base grant was 23% or \$2.9M million (2018 - 52% or \$6.2M).

9. Using the chart below, please report your 2019 performance measures that demonstrate: how much you did, how well you did it, and how Calgarians are better off. Please identify through **BOLD font, 1-2 measures that are most significant and could be presented in a chart.**

	Performance Measure Name	2017 results	2018 results	2019 results	What story does this measure tell about your work?
How much did you do?	Accelerate sector development & diversification				CI film/TV attracted larger budget projects + two major FAM Tours resulting in higher annual budget impact and 77% Film Centre occupancy. OCIF streamlined its processes by holding pre-application calls with prospective applicants to assess project fit against the OCIF defined criteria. This provided guidance to
	Qualified Leads	377	414	700	
	Film Scouting & FAM Tours	14	20	15	
	Outbound trade missions	13	27	23	
	Inbound trade missions	29	17	10	
	OCIF applications received	N/A	183	35	
		24	39	65	



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	Startup Calgary Events	866	715	544	<p>prospective applicants regarding eligibility, resulting in fewer applications submitted in 2019.</p> <p>We continue to see strong community support for our Team Calgary partnerships with over 90% of partners renewing in 2019.</p> <p>Our signature events continue to be extremely very well received with our Economic Outlook and Start Up Launch Party events drawing record crowds for each, with Launch Party seeing at 50% increase. Our media equivalency continues to be strong and supports our position as the storyteller for our community with content that people want to engage with.</p>
	Research request fulfilled	13	10	4	
	Research reports initiated				
	Stakeholder, partner and government relations				
	Team Calgary partner events	10	10	10	
	Economic Strategy events	N/A	7	9	
	Calgary Economic Development Brand				
	Participants in signature events (Outlook, Report to Community, Launch Party)	3,250	2,981	3,359	
	Calgary's Brand				
	Media value generated Sector related stories	\$5.3M 108	\$5.6M 130	\$8M 141	
How well did you do it?	Accelerate sector development and diversification				<p>Our work on helping our community better understand the vision for Calgary is slowly taking hold and became a greater focus point. Our Team Calgary partnership program continues to grow and provide value for our business community and our partner retention rates reflect this.</p> <p>We continue to see positive response on the use of our research</p>
	Active prospects	146	280	209	
	Visits by investors	124	160	10	
	OCIF announcements	N/A	2	7	
	Trade Accelerator cohorts	N/A	3	4	
	Trade Accelerator graduates	N/A	45	59	
	Stakeholder, partner and government relations				
	Positive progress on Economic Strategy (new)	N/A	N/A	51%	
	New Team Calgary partners	8	3	7	
	Team Calgary retention rate	85%	95%	94%	

	<p>Calgary Economic Development Brand Percentage businesses likely to:</p> <ul style="list-style-type: none"> -express positive impression of CED 83% -continue working with CED 88% -recommend CED 81% -Familiarity of CED N/A -Clients accessing research 23% <p>Calgary's Brand Positive impressions of Calgary as a place to do business 78%</p> <p>CFCL utilization rate 48%</p> <p>High performing and engaged team Employee engagement 61%</p> <p>Staff attrition 10%</p> <p>Internal moves 3</p>	<p>79%</p> <p>78%</p> <p>75%</p> <p>49%</p> <p>67%</p> <p>N/A</p> <p>60%</p> <p>65%</p> <p>12%</p> <p>4</p>	<p>82%</p> <p>72%</p> <p>74%</p> <p>40%</p> <p>57%</p> <p>74%</p> <p>77%</p> <p>76%</p> <p>16%</p> <p>15</p>	<p>products from both Team Calgary and businesses at large.</p> <p>We continue to drive messaging to help improve the impression of our community within the business sectors through 1:1 efforts and larger scale communication initiatives</p>
<p>How are Calgarians better off?</p>	<p>Accelerate sector development and diversification Companies won 67</p> <p>Trade deals 6</p> <p>Direct/indirect jobs 5,719</p> <p>Film production \$178M</p> <p>Assist startups access capital 16</p> <p>Stakeholder, partner and government relations Non-core funding \$2.4M</p> <p>Calgary's brand Favourable perception of Calgary 79%</p>	<p>87</p> <p>7</p> <p>8,299</p> <p>\$181M</p> <p>26</p> <p>\$2.5M</p> <p>N/A</p>	<p>82</p> <p>13</p> <p>11,455</p> <p>\$197M</p> <p>12</p> <p>\$3.9M</p> <p>81%</p>	<p>ADVANCED MICRO DEVICES (AMD): The Silicon Valley-based semiconductor company opened its second Canadian office in Calgary to advance its graphics processing unit (GPU) software and drive innovation in industrial sectors.</p> <p>BASF: The global chemical company relocated its Agriculture Solutions Headquarters in Canada from Mississauga, Ont. to Calgary, and expects to create up to 90 jobs as it joins the growing number of crop science companies clustered in Calgary.</p> <p>Ghostbusters Afterlife and Wynonna Season 4 were two key productions</p>



					<p>that occupied the full Film Centre at various periods in 2019</p> <p>The overall perception numbers grew slightly in 2019 in part thanks to our communication and marketing campaigns to help remove some falsely held beliefs about our community.</p>
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10. Briefly describe how your key results in 2019 contributed to Council approved strategies (As applicable.)

For example: *Calgary in the new economy*: An economic strategy for Calgary; Calgary Heritage Strategy; Climate Resiliency Strategy; Resilient Calgary; Enough for All poverty reduction strategy; Cultural Plan for Calgary; Downtown Strategy; Foundations for Hope: Calgary’s Corporate Affordable Housing Strategy; Open Spaces Plan; Recreation Master Plan; Sport for Life Policy.

Through the stewardship of *Calgary in the New Economy*, the economic strategy for Calgary, Calgary Economic Development:

- Participated in the development of Calgary’s Resilience Strategy, linking the economic resilience to *Calgary in the New Economy*;
- Participated in the refresh of Enough for All;
- Engaged with Calgary Arts Development and City of Calgary Recreation linking arts and culture to the economic strategy in place making;
- Participated in the development of the Downtown Strategy Leadership Team and contributed to the Stephen Avenue Master plan and Downtown Strategy; and
- Engaged with ActiveCITY and collaborating with The City of Calgary in building a healthy active Calgary.

11. Did your organization receive any awards or recognition in 2019 that you want to highlight?

In 2019, Calgary Economic Development was selected as the host for the International Economic Development Agency (IEDC) Future Forum 2020. With a program built on the pillars of *Calgary in the New Economy*, the Future Forum would be an excellent opportunity to promote the goals and vision of our community to our peers across North America. The IEDC was particularly interested in the inclusive approach to economic development and our ability to convene stakeholders in the community to achieve collective results. Due to the global health pandemic, the conference was put on hold. Calgary will now host the Future Forum in 2023.

12. CAPITAL AND ASSET MANAGEMENT (for Civic Partners managing City-owned assets)

Asset: *Calgary Film Centre Ltd.*

- a) **Provide a summary of your organization’s 2019 capital work, including specific lifecycle/maintenance projects or new capital projects.**

The City of Calgary purchased the Calgary Film Centre Ltd. facility in 2018 and signed an agreement with Calgary Economic Development to operate the facility and secure tenants. In line with this activity, the City of Calgary commissioned a Building Condition Assessment and 25 Year Life Cycle report. The activities in this report have contributed to the ongoing planning for maintenance purposes. As the film centre is a new facility which opened in 2016, there has not been any major structural capital expenditures. CED has noted the maintenance issues raised in the report and has developed a timeline for addressing these items over a five-year timeframe starting in 2019.

In addition to the Building Condition Assessment recommendations, the Operations Team at the film centre thoroughly assessed impacts to the facility from production tenants and ensured all facility repairs and cleaning are addressed with costs being passed onto the tenant.

b) What funding did your organization leverage to support capital activities in 2019?

CFCL did not require funding support for capital activities in 2019, as capital expenditures are funded by revenue.

COVID-19 UPDATE

13. Briefly describe the key impacts of COVID-19 on your operations to date.

CED developed a revised 2020 workplan that addressed the three phases of the pandemic – reactive, recovery and rebuild. With international borders closed, and local businesses struggling to survive, business attraction and expansion was greatly impacted. CED undertook an extensive outreach program to local companies to assess the impacts of COVID on their operations and to determine if there were companies that were seizing market opportunity to provide health services and products. As CED navigated an unprecedented situation, it implemented monthly touch point meetings with its Board of Directors to report on both the operations as well as the delivery of its programs and services. This regular board engagement was also implemented with the OCIF and CFCL boards. The update to the Board provided insights about the economy, while the feedback from the Board to staff provided strategic guidance on both program and operational issues.

Our Team Calgary partnership program was impacted by COVID through a dramatic reduction in our ability to attract local market partnership investments as companies looked to conserve cash and re-evaluate their community support initiatives. This resulted in a projected decrease of 39% in our partnership revenues and will have a lingering impact on our partnership revenues moving into the new fiscal as companies struggle and will continue to look for ways to cut expenditures.

In response to the impact of COVID, Calgary Economic Development took several steps to balance fiscal responsibility and flexibility. In order to protect as many positions as possible, staffing levels were reduced in April by 3 FTE's, a temporary hiring freeze was put in place, and further, effective May 1, 2020 a 10% rollback in both hours and pay was implemented for all employees, except the senior management team who took a 10% reduction in pay only. The hiring freeze and rollback of hours and pay were lifted as of July 1st, 2020.



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The EDGE UP training delivery model was significantly impacted by COVID. However, the quick action of the Program Committee and PSI partners in modifying training delivery to an online model ensured that the participants experienced only a few days of downtime resulting in a 98% completion rate for the first cohort.

Commencing in June 2020, members of the senior management team, executive office and operations team slowly returned to the office in a staggered and limited capacity, with days in the office being a seldom occurrence and meetings continuing to be held virtually. The transition back to the office for the remainder of staff officially started in September with a new intake of team members every two weeks. This staggering provided flexibility to staff and allowing CED to monitor the impact, minimize the degree of contagion (if any) and providing flexibility to pivot planned return dates, if needed. Staff were allowed to select the date of their return through September and October, additionally staff were encouraged to continue to work remotely for up to three days per week. CED installed signage around the office, plexi-glass barriers in shared offices and at reception, enhanced its cleaning protocols and provided access to PPE.

At the **Calgary Film Centre**, COVID impacted the tenants currently using the space. With tenants pausing their operations, CFCL negotiated rental abatements during this pause given the extraordinary circumstances. They continued to pay for operating costs/utilities during this time. WES4 returned to complete their filming in early July 2020 and will be wrapping up their production in September. In April 2020, the **Opportunity Calgary Investment Fund (OCIF)** Board of Directors approved the decision to pause the intake of new applications amid the uncertain economic environment emerging from the twin crises of the COVID-19 pandemic and the oil price collapse. The Board was diligent to preserve the funds during the state of emergency and aimed to resume making strategic and high impact investments once a rebuilding phase emerged. This pause positioned the Fund to play a key part in accelerating opportunities aligned with the economic strategy *Calgary in the New Economy* by ensuring the Fund could continue to provide the City of Calgary with a strategic and critically important economic development tool as we turned to recovery. The OCIF Board approved the reopening of the application portal and advancement of files in the pipeline effective July 1st.

14. What operational efficiencies did you implement to address the impact of COVID-19 up to September 1, 2020?

CED requested all employees to commence a remote work environment effective March 16th. As CED had implemented a cloud-based Office 365 and SharePoint technology platform, combined with Microsoft Surface computes, prior to COVID, the ability of staff to physically transition to a remote work environment was immediate. There were a handful of transition issues that occurred as employees grew accustomed to their new work environment.

CED developed new COVID workplace policies and protocols addressing guidance from all orders of government on policies such as sick leave and use of PPE. CED enhanced its technology capacity by adding additional meeting software such as Zoom to supplement O365 Teams platform. CED launched a new workplace health app to assess fit for work status for staff upon returning to the office.

At the onset of our remote work, daily communication was provided by the CEO to all staff with was reduced to a weekly update. We commenced monthly virtual All-Staff meetings. Each team kept in close contact with their team members using the TEAMS technology and with daily meetings reducing to weekly. Robust project plans/task lists were utilized to keep in touch with remote workers, and this practice is ongoing.



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During this time, most payments and cash receipts were moved to electronic format pre-COVID, we made additional strides to move the remaining manual cheques to electronic formats. The Finance and Operations team took advantage of the volume reduction to create additional efficiencies which include: transitioning the bank accounts of all three entities onto the same institution, upgrading the general ledger to an online platform, improve the workflow for the electronic purchasing/payment system, changed technology vendors to enable more cloud based environment and moving OCIF reporting to CRM using Power BI technology.

At the outset of the Covid-19 pandemic, the team at Calgary Economic Development moved quickly to develop and deliver COVID specific resource information and direction for our community as they looked to better understand the breadth and scope of the pandemic's impact. We re-dedicated a vast amount of resources to help respond to our community's needs. We implemented a COVID resource page on our web site which was updated daily with the most up to date and accurate COVID related materials. Calgary Economic Development also developed the ConnectingYYC.com resource platform that was built to provide those within our community the ability to share, request and engage with other community members to identify areas of need and opportunity. The team set up ConnectingYYC Marketplace, whereby businesses and individuals were able post, share or request solutions they were available to small and medium sized businesses as well as individuals. The ConnectingYYC Marketplace further amplified numerous stories about Calgary businesses helping make a difference within our community. The ConnectingYYC Job board was also developed and launched which allowed companies looking for help to post their specific needs for those directly impacted to find potential employment opportunities. This site was monitored and updated daily and was a completely free service to both employers and employees and supported over 400 job opportunities at its height. The ConnectingYYC Student site was also established with an aim to connect those students looking for real world work experience, which we no longer as broadly available during the pandemic, with small and medium sized enterprises who required assistance and they looked to not only survive throughout the pandemic, but also begin to plan for an uncertain future. This student matching initiative allowed students to gain the practical experience they required as part of their programs and provided small business owners, who had previously not had the opportunity of gaining fresh insights and support into their businesses to do so.

To help support and keep our Team Calgary partners as informed and current as possible the team at Calgary Economic Development planned and delivered a series of virtual roundtable discussions throughout the early months of the pandemic. Our team provide our partners with unique access to hear from and engage with all levels of governments throughout including sessions with the Mayor, Tom Sampson, Ministers Fir and Panda from the Government of Alberta, Dr. Jack Mintz as well as the Deputy Director of Finance for the Federal Government. These sessions allowed Calgary Economic Development to gain insights and knowledge of the issues and questions facing our partners throughout the pandemic and this information was invaluable in our ability to tailor the information cycles that we were able to provide to ensure that our constituents we kept as up speed as possible of the potential impacts on their businesses.

At the **Calgary Film Centre**, the team was cognizant of the need to work with tenants to address the impact of a large number of people on the site once the tenants returned. To continue to promote health and safety during this period, the operations team at the film centre implemented new COVID safety protocols and facility upgrades in preparation for the return of the tenants. Hand sanitization stations were installed, along with signage, touchless fixtures (sinks and toilets), and automatic doors in select locations. A one pager outlining the post-COVID protocols and health measures being implemented at CFCL were provided to our tenants in preparation for their return to the facility. This



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communication tool allowed our staff to provide a high level of customer service during these uncertain times and enhances the marketability of the Centre to new films during this uncertain time.

As referenced in Question 13, the **Opportunity Calgary Investment Fund** program paused for a 90-day period between April and July. During the pause, OCIF continued to work with existing clients to mitigate the effects of the situation on their businesses as it related to meeting OCIF milestones. Many clients experienced a negative impact on their operations, and they were receptive to working with OCIF to determine if adjustments related to milestone dates were required. Prior to the pause, OCIF was close to announcing files that had advanced through the process and were close to finalizing funding contracts. In July, OCIF announced the funding of Harvest Ventures and AltaML, and in September, announced funding for the SAIT DX Hub. OCIF is now experiencing a backlog of files and applications to be processed due to this pause, but continues to work to address these files in a timely manner and strives to achieve the goals set out in the 2020 Business Plan.

15. Were there any program or service changes made during the response to COVID-19 that you plan to integrate into longer term operations? For example, shifting some programming online, or modifications to your delivery model or operations.

COVID-19 has disrupted business plans for companies in all sectors. Tourism has been hit hard with travel within Canada severely impacted and international travel brought to a near standstill. Arts and cultural festivals and events have been cancelled. The shutdown has delayed Foreign Direct Investment (FDI) and The Canadian Federation of Independent Businesses estimated 30 per cent of small businesses will not recover from COVID-19. Governments, businesses, and not-for-profits are bracing for a long-term recovery.

There is growing consensus the recovery from the COVID-19 lockdown will be digital. It will be the new normal. With its focus on the digital transformation (DX) of our key industrial sectors, *Calgary in the New Economy* is the right strategy for Calgary in these fast-changing times. COVID-19 has accelerated the dramatic changes in the global economy that were already under way. Greater concern about human health and safety and an increased focus on supply chains for all essential products have the potential to fundamentally change the local and global economy.

Digitization and application of advanced technologies in all elements of energy, health and life sciences, transportation and logistics, and food and agriculture will be critical in an increasingly complex world. Calgary Economic Development continues to be a conduit, connector, and catalyst for Calgary to lead the digital transformation of our economy supporting policymakers so companies can innovate, and workers can acquire the skills they need for the new jobs.

From a marketing and communications perspective, we will be looking to incorporate a greater use of virtual event platforms in our talent attraction initiatives going into 2021. We will also have a greater focus on delivering virtual webinars/seminars while looking to engage key partners and stakeholder, such as trade commissioners and foreign intermediaries, in international markets as we continue to our efforts to attract both companies and talent to our community. We will also be looking to invest in digital tools that will help streamline the process of information gathering within our family of web assets and we will increase our use of digital medias as a delivery mechanism for our key messaging.



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As a result of COVID, all EDGE UP programming is now delivered online only. All proposed reskilling initiatives for 2021 are to be delivered online, due to the uncertainty of COVID’s impact on in-class training.

The impact on COVID-19 on the world economy has had a dramatic impact on the number of multi-national companies choosing to restrain from expanding their international operations. With this dramatic reduction in opportunities to attract foreign direct investment, CED has focused resources on business retention and expansion (BRE) in the local community. Providing awareness of COVID-19 funding programs has helped local companies in retaining their workforce. Local outreach has also uncovered opportunities to assist local companies in their plans to expand their business and to recruit more talent. Going forward, a BRE program will be a key to CED ensuring we retain, expand and attraction business in Calgary.

**COVID-19 Service and Impact Demand Update
Reporting for September 2020**

The following information is collected to align with City of Calgary report to Council on the current impact of COVID-19 on delivery of services and programs and may be shared with Council separately from the previous Civic Partner Annual Report Template content.

Service Impact

Please choose the one option below that best describes the impact of COVID-19 on your programs or service in the month of September 2020.

<input type="checkbox"/>	Negligible	Minimal to no impact on service. Service is currently operating close to normal.
<input type="checkbox"/>	Minor	Continuing to provide programs and services but some coping strategies required – able to be addressed with existing strategies and resources.
<input checked="" type="checkbox"/>	Moderate	Some challenges on ability to achieve objectives. Some delay. Some aspects of the programs or service are only being met in part.
<input type="checkbox"/>	Significant	Difficulties to achieve objectives. Delays or notable aspects of objectives not completed. Falling well-short of normal operations.
<input type="checkbox"/>	Severe	Unable to meet normal objectives due to serious extended disruption. (e.g. full facility closure, major decrease in users)

Service Impact Narrative:

Please briefly describe the impact of COVID-19 on your service for the month of September. You may want to include any major issues/events you experienced.

Current Demand for Service:

At this point in time, based on what you know right now, what is your best estimate of the current demand for your service compared to typical demand?



<input checked="" type="checkbox"/>	Demand is steady, largely business as usual.
<input type="checkbox"/>	Demand has increased notably.
<input type="checkbox"/>	Demand has decreased notably.

Service Demand Narrative:

Please provide a supporting narrative that describes how COVID-19 has impacted the demand on your programs or services for September 2020. This may include any new program or service impacts that your organization has faced in the past month.

Many commercial projects and major film/TV productions that were paused due to the pandemic have returned to work in the Calgary Film Centre and Southern Alberta region. Comprehensive COVID-19 safety guideline documents have been created and adhered to by these productions. The documents cover everything from overarching risk assessment and control to detailed, department-specific protocols to follow. Calgary is well positioned to activate on increased volumes of production as cross-border travel from the US into Canada is permitted for Screen Industry professionals (with a 14-day quarantine). The Calgary Film Centre continues to be a key asset to attract film & television production to our region.

Calgary Economic Development has been supporting The City of Calgary's Business Sector Support Task Force and the Economic Resilience Task Force. As part of this work responding to community needs through the Pandemic, we supported The City in securing the Shop Here Digital Mainstreet program for Calgary and deployed Connecting YYC, a local marketplace promoting companies that are hiring, connecting companies with COVID-19 services as well as matching student internships to companies needed support to survive the health crisis.

The Trade Accelerator Program was paused across Canada in response to health and safety. This did not hinder the team from continuing outreach to alumni and the promotion of the program to potential attendees. As of September 2020, the program is now running again with Cohort #9 being held in-person with 11 companies at the Calgary TELUS Convention Centre. Cohort #11 is a virtual TAP and will feature 12 companies.

Real Estate and Talent continue to conduct business retention and expansion outreach and help recruit Calgary companies for the virtual job fair in August and for the Talent Canada Career Fair – Toronto held September 23.

2020 statistics for global foreign direct investment (FDI) are expected to fall by more than 30% even under the most optimistic scenario. FDI could remain at, or below, current levels throughout 2021, if public health measures and economic support policies are not effective. Recognizing the impact, the BD team has been conducting more BRE outreach with local companies to support the retention and expansion of the local workforce. Going in 2021, attention to BRE will be maintained and the BD Team will continue to prime the pipeline with new international companies for the return to normalized levels of FDI.

OCIF has been actively working with existing clients to address ongoing or lingering impacts of COVID on their businesses and milestone metrics. OCIF is also working to progress files in the application



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pipeline, identifying how the impacts of the pandemic are negatively affecting the forecasts for some files while providing opportunities to pivot for other companies. This has required more research and analysis of both the files as well as the innovation landscape in Calgary.

As a result of ongoing layoffs in the Oil and Gas sector (18,596 in Alberta year over year), and the additional impact of COVID-19, CED continues to see increased demand for reskilling programming to re-engage talent to support all sectors in the digital economy. CED is currently working on submitting a federal funding request for a scaled-up version of EDGE UP to support the workforce transition for displaced