

CIVIC PARTNER 2020 ANNUAL REPORT SNAPSHOT- CALGARY ECONOMIC DEVELOPMENT LTD.

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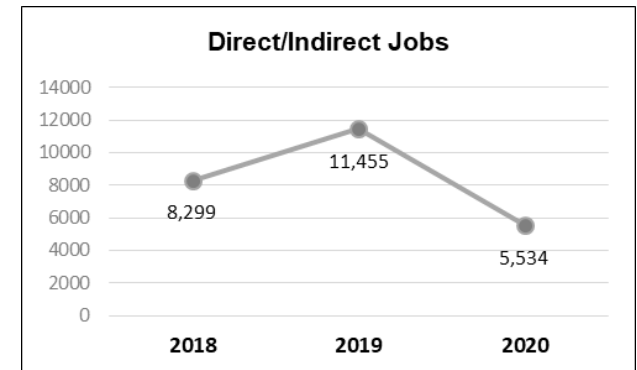
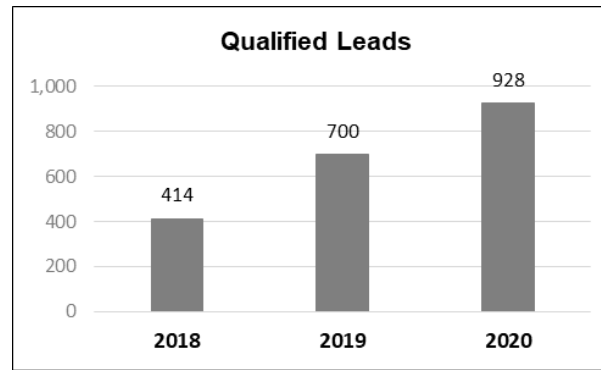
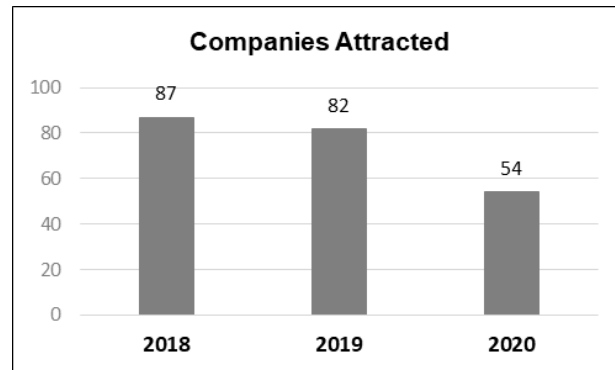
Mandate: Calgary Economic Development works with business, government and community partners to position Calgary as the location of choice for the purpose of attracting business investment, fostering trade and growing Calgary's workforce.

One Calgary Line of Service: Economic Development and Tourism

2020 City Investment

Operating Grant:\$10,077,765

2020 Results:



The story behind the numbers

- In 2020 companies attracted included companies that were retained, existing companies that expanded and new companies that were attracted to Calgary.
- Supported the attraction and retention of 54 companies (including film productions) and 5,534 direct/indirect jobs, a decrease from 2019 as a results of slowed business expansion during the pandemic.
- Examples of company attractions, retentions, and expansions include: Lovingly Made Ingredients, VArmour, Exro Technologies, and Applied Pharmaceutical Innovation (API).

Current state 2021: COVID-19 impact

- Pivoted a number of programs online and launched *Connecting YYC* to link businesses with job seekers, particularly those displaced by the pandemic; and *YYC Business Marketplace* for local companies to share how they are supporting their peers, the community and the economy during the pandemic.
- Supporting The City of Calgary's Business Sector Support Task Force and the Economic Resilience Task Force.

Service impact: Moderate (Some challenges on ability to achieve objectives. Some delay. Some aspects of the programs or service are only being met in part.)

Current demand for service: Demand has increased notably



Calgary Economic Development Ltd. Civic Partner 2020 Annual Report

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

Fiscal Year: December 31, 2020

Related Subsidiaries or Foundations: Calgary Film Centre Ltd.

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

STRUCTURE

1. Vision, Mission and Mandate:

Vision: Calgary Economic Development (CED) 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: CED 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.

2020 RESULTS

2. What key results did your organization achieve in 2020 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, 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. In 2020 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 2020 include:

- Supported the attraction and retention of 54 companies (including film productions) – and 5534 direct/indirect jobs – which was a decrease from 2019 as a result of slowed business expansion during the pandemic.
- Curated 928 qualified leads and 206 prospects.
- Participated in 25 inbound and outbound virtual/in-person trade missions.
- Supported over \$90 million in film and television production in 2020.
- Continued to support the Calgary Film Centre in growth of Calgary's creative industries achieving a 68% occupancy rate which includes the 3.5-month COVID shutdown or 88% occupancy not including the COVID shutdown.
- Responded to 280 research inquiries.
- We delivered a total 9 papers, studies and student projects in 2020 including an Agribusiness Competitiveness Study, Fintech & Cybersecurity sector analysis and an Innovation Patent analysis
- OCIF announced 5 projects in 2020 that cumulatively had a total investment size of \$472M. OCIF committed \$18.55M in multi-year, milestone-based funding across these 5 projects to

secure 912 jobs, 2100 new tech training spaces, ecosystem and program supports for 105 companies, and absorption of 142,000 sq. ft. of downtown office real estate.

- Executed programming for EDGE UP, a skills development and transition program for displaced mid-career oil and gas professionals pivoting 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. EDGE UP graduated 98 students in 2020 over 2 cohorts, with 61% of Cohort 1 and 25% of Cohort 2 either employed or enrolled in additional tech training at the end of 2020. The EDGE UP team continues to work with employers in 2021 to help the graduates find placements.
- Over \$64 million in media ad equivalency was achieved in 2020 through our social and digital communication initiatives with over 1.4 billion aggregate readership impressions achieved and our paid media campaigns reached over 10 million people.
- Startup Calgary hosted 2,412 participants at 61 events through the year.
- The Trade Accelerator Program (TAP) was involved in 16 trade deals surpassing 2019 output. TAP continued to deliver both virtual and in-person programming throughout 2020.

3. **Briefly describe how your key results in 2020 contributed to Council approved strategies (Select up to three that are most 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; Calgary's Corporate Affordable Housing Strategy; Open Spaces Plan; Recreation Master Plan; Sport for Life Policy.

CED is the steward of Calgary in the New Economy: An economic strategy for Calgary. As stewards, CED works with community groups and business leaders to progress four pillars: Talent, Innovation, Place, and Business Environment across seven key priority sectors. In 2020, CED's work resulted in the attraction, retention, and expansion of 54 companies and supported the creation and retention of 5,534 jobs. This growth supports the achievement of Calgary in the New Economy: An economic strategy for Calgary as we continue to diversify Calgary's economy into more technology-driven sectors. Examples of company attractions, retentions, and expansions include: Lovingly Made Ingredients, VArmour, Exro Technologies, and API (Applied Pharmaceutical Innovation).

Research commissioned by CED in 2020, used to attract foreign direct investment, also contributed to achieving Calgary in the New Economy: An economic strategy, including:

- Calgary's Newcomers as Economic Drivers
- Agribusiness Market Study
- Digital Transformation spend forecast for Alberta and Calgary
- 5G and Connectivity in Calgary
- Artificial Intelligence / Machine Learning Opportunities

Community engagement work was also done in 2020 to achieve the vision of the economic strategy through support and engagement on the following Council approved strategies:

- Downtown Strategy – CED's Real Estate Sector Advisory Committee and Downtown Strategy Leadership Team collaborated to progress the Notice of Motion 2020-1439 Providing Incentive to Residential Development in the Downtown Core.
- Climate Resiliency Strategy – CED engaged with Calgary Climate Hub and the City of Calgary's Strategic and Environmental Planning team to understand how to incorporate resilience and sustainability into Calgary in the New Economy.

- ActiveCITY – CED engaged and contributed to the development of the ActiveCITY Playbook 2030, a key component of the Place pillar of the economic strategy.
- Enough for All – CED engaged with Vibrant Communities Calgary to understand how to incorporate Enough for All into Calgary in the New Economy.
- Corporate Affordable Housing Strategy – CED continues to share work done by Calgary Housing Corporation to provide affordable housing to Calgarians as part of its annual progress report on Calgary in the New Economy.
- Calgary Arts Development (CADA) – CED continues to share work done by CADA to support Calgary's arts and culture as part of its annual progress report on Calgary in the New Economy.

CED also hosted four New Economy LIVE events (one in-person in February 2020, three virtually). These events showcase exciting contributions to achieve the vision of Calgary in the New Economy. The events hosted community and business leaders, academics and government officials on topics related to the four pillars of the economic strategy. Attendance rose at each event with more than 450 attendees at the December event on LearningCITY and Calgary's innovative approach to talent development. The other sessions highlighted the importance of newcomers to Calgary's economic growth; Calgary in the era of digital transformation; and how Calgary companies are seizing the AI opportunity.

4. Using the chart below, please report your 2020 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	2018 results	2019 results	2020 results	What story does this measure tell about your work?
How much did you do?	Accelerate sector development & diversification				<p>In November 2020, Caverna began production for the Fraggles reboot in the Calgary Film Centre Ltd (CFCL). Prior to that, the Wynonna Earp series wrapped up Season 4. Of the eight months that the Calgary Film Centre Ltd. was open in 2020 (due to restrictions imposed by the pandemic) it was utilized by a production tenant for 7.5 of those months. Caverna Productions (Fraggle Rock) is occupying the Film Centre until June 2021, making way for a major studio series scheduled to be in the Film Centre for more than 15 months.</p> <p>In March 2020 Mayor Nenshi led a trade, investment and education mission to India. The week-long market outreach to India's capital Delhi, its global technology and innovation hub Bangalore and the home to Bollywood, the world's leading entertainment hub Mumbai. The delegation included the Presidents of University of Calgary and Mount Royal University and representation from Bow Valley College. The mission established tangible connections with India's</p>
	Qualified Leads	414	700	928	
	Film Scouting & FAM Tours + digital photo packages	20	15	9 Scouts + 28 digital photo packages	
	Outbound trade missions	27	23	14	
	Inbound trade missions	17	10	9	
	OCIF applications received	183	35	12	
	EDGE Up students graduated	N/A	N/A	98	
	Startup Calgary Events	39	65	61	
	Research request fulfilled	715	544	280	

					<p>business, media, and education's leaders that CED continues communications.</p> <p>OCIF announced 5 projects in 2020. One of those projects, Harvest Ventures, will develop a service infrastructure to build, grow and scale new technology ventures in Calgary and across Western Canada. Harvest removes the barriers in starting tech businesses in the Prairies, by providing a de-risked co-building approach. Harvest also leverages its proven playbook and growth programming for startups across Canada, further accelerating companies forward.</p> <p>The Start Up Calgary team were able to pivot their program delivery to a virtual environment once the pandemic set into our community and worked with over 2,500 people over the course of the year.</p>
	Research reports initiated	10	4	9	<p>The number of research reports released in 2020 by the team at Calgary Economic Development totaled 9 and included studies on agribusiness, digital media, financial technologies, digital transformation, business climate and the impact of newcomers on Calgary's economy. This continues to support Calgary Economic Development's position as a trusted source of data</p>
	Stakeholder, partner and government relations				
	Team Calgary partner events	10	10	4	<p>Team Calgary led four virtual events in 2020 between its partners and various elected officials to learn of their government's COVID-19 relief efforts. Mayor Naheed Nenshi, Dr. Jack Mintz, Chair of Alberta Economic Recovery Council, and the Honorable Mona Fortier, Associate Minister of Finance for the Government of Canada, were instrumental in sharing their insight and expertise to our stakeholders.</p> <p>To support more conversations about the economic strategy in the community, the New Economy Live series was launched in 2020 with 4 events taking place. The quarterly panel discussions with community and business leaders, academics and government officials, focused on key elements of Calgary in the New Economy.</p>
	Economic Strategy events	7	9	4	

					Topics were often linked to research reports released by CED. The series launched with an in-person discussion in February 2020. Due to COVID-19, the next three sessions were delayed until Fall and conducted virtually. Attendance rose at each event, with more than 450 people attending the December event.
	Calgary Economic Development Brand				
	Participants in signature events (Outlook, Report to Community, Launch Party)	2,981	3,359	2,536	2020 saw our Signature events move to a fully virtual environment for Economic Outlook and Startup Launch party and unfortunately Report to the Community in 2020 was a casualty of Covid and was cancelled. However, audience attendance for the two virtual events exceeded expectations and delivered programming that was unanimously seen as positive and set the benchmark for other civic partners to meet in traditional delivery of programming.
	Calgary's Brand				
	Media value generated	\$5.6M	\$8M	\$64M	The reach of our communication efforts in 2020 generated a total media ad equivalency totaled over \$64 million dollars. This dramatic jump is partially due to the increased television coverage received and the ability to do more interviews virtually. We also delivered over 1.44 Billion total impressions over the course of 2020.
	Sector related stories	130	141	158	The team publish over 150 media stories and delivered over 1,100 media mentions and over 125 media interviews. The communication team delivered content that was timely and engaging focused on key target areas.
How well did you do it?	Accelerate sector development and diversification				Located in the historic Odd Fellows building in the downtown core, OCIF supported SAIT's DX Talent Hub's highly integrated training programs in digital transformation for individuals and corporate workforces. The training is a customized combination of cultural, behavioral, and technical training. Within five years, the DX Talent Hub is expected to graduate more than 1900 individuals from its Digital Adoption training program, including graduating at least three dozen corporate workforce cohorts. It will also help youth explore and build careers in technology, engaging hundreds of K-12 students each year.
	Active prospects	280	209	206	
	Visits by investors	160	10	3	
	OCIF announcements	2	7	5	
	OCIF Funds Committed	\$6M	\$17.5M	\$18.55M	
	OCIF: Total project investment size	\$163.5M		\$472M	
	OCIF: jobs created or retained (projected over 3 - 5 years)	300	688	912	
	OCIF: Commercial	297,000		142,000	

	real estate square footage absorbed				<p>Righteous Gelato (formerly known as Fiasco Gelato) graduated from the sixth TAP cohort and was a member of the Seattle trade mission for food producers. In June 2020 the company started exporting the locally made treat to Whole Foods locations across the U.S. Pacific Northwest. CED is now working with Righteous Gelato on their expansion plans.</p>
	OCIF: new tech training spots.	N/A	370	2158	
	OCIF: Companies supported via accelerators	N/A	85	105	
	EDGE UP students employed or enrolled in additional education	N/A	N/A	Cohort 1: 61% Cohort 2: 25%	
	Trade Accelerator cohorts	3	4	5	
	Trade Accelerator company graduates	45	59	54	
	Stakeholder, partner and government relations				<p>Our work on helping our community better understand the vision for Calgary continues to take hold seeing a significant jump in 2020 from 2019 with 15% increase in agreement of positive progress year over year on the strategy. We saw a dramatic increase in how people in the community perceived progress being made on the economic strategy and largely attributable to our increased efforts in reaching out to the community through some of our grass roots initiatives like New Economy Live.</p> <p>While It was a challenging year for many Calgary companies but support for Team Calgary remained strong as evidenced by the retention of more than 90 per cent of existing members and the addition of 13 new partner organizations. This further validates CED's position within the community and provides testament to the work being done by the organization in promoting the Calgary message beyond our community.</p>
	Positive progress on Economic Strategy (new)	N/A	51%	66%	
	New Team Calgary partners	3	7	13	<p>While It was a challenging year for many Calgary companies but support for Team Calgary remained strong as evidenced by the retention of more than 90 per cent of existing members and the addition of 13 new partner organizations. Which further validates Calgary Economic Development's position within the community and provides testament to the work being done by the</p>
	Team Calgary retention rate	95%	94%	91%	

				organization.
Calgary Economic Development Brand				<p>With COVID and business survival being the primary focus for businesses in 2020 and CED's role as a facilitator and amplifier of other local and government initiatives our overall local market brand awareness was impacted. However, our focus on business retention and expansion showed positive results with a gain in those looking to continue to work with CED.</p> <p>Our business development pivot to focus on helping retain local businesses as well as expand and its impact is showcased by those who would look to continue working with Calgary Economic development.</p> <p>We also saw an increase in those looking to access our research that again supports Calgary Economic Development's position in the community as a trusted source for key local market data.</p>
Percentage businesses likely to:				
-express positive impression of CED	79%	82%	80%	
-continue working with CED	78%	72%	73%	
-recommend CED	75%	74%	66%	
-Familiarity of CED	49%	40%	37%	
-Clients accessing research	67%	63%	65%	
Calgary's Brand				
Positive impressions of Calgary as a place to do business	N/A	74%	74%	
CFCL utilization rate	60%	77%	68% (88% after removing COVID shutdown)	(88% for available months per health guidelines)
High performing and engaged team				
Employee engagement	65%	76%	80%	
Director participation	N/A	N/A	86%	

	Staff attrition	12%	18%	13%	
	Internal moves	4	15	9	
How are Calgarians better off?	Accelerate sector development and diversification				Lovingly Made Ingredients: A global leader in plant-based proteins has opened its doors to the North American market. Lovingly Made Ingredients, the ingredient manufacturing division of European market leader, The Meatless Farm, is building a new 33,000 square foot Calgary-based facility. Year one employment is 20 with rapid increase as the facility comes online.
	Companies won	87	82	54	Exro Technologies Inc.: A clean tech company that aims to become a supplier of highly efficient electric motors to the consumer electric vehicle market. The company is setting up a 37,000-square-foot manufacturing facility in Calgary. The initial employment number reported was 15 and the company has already announced expansion to 50.
	Trade deals	7	13	16	
	Direct/indirect jobs	8,299	11,455	5,534	
	Film production	\$181M	\$197M	\$90M	Fraggle Rock and Wynonna Earp S4 were two key productions that occupied the Film Centre at various periods in 2020. Other series filmed in the Calgary region included, Heartland Season 14, Tribal Season 2 and Black Summer Season 2.
	Assist startups access capital	26	12	NA	
	Stakeholder, partner and government relations				We continue to see positive progress in key markets on perceptions of Calgary amongst both workers and leaders. While our national perceptions dropped slightly the familiarity amongst these core groups increased dramatically and continues to support the impact that our marketing and communication initiatives are making.
	Non-core funding	\$2.5M	\$3.9M	\$2.8M	
	Calgary's brand				With the major focus on ensuring the survival of their business throughout2020, local business leaders were less apt to see positivity on the overall economy for our community.
	Favourable perception of Calgary among workers/leaders	N/A	81%	73/85%	
	Positive progress is being made on the Economic Strategy	N/A	77%	66%	
	Favorable impression of Calgary Economic Development	N/A	78%	77%	Our favourability ratios remained consistent over the course of 2020 which is a positive sign under the current state of the community during this pandemic.
	Increased familiarity of Calgary by workers/leaders in key markets	N/A	23%/43%	58%/80%	
Maintain international and improve national by 10% perceptions Calgary has a diverse economy that supports other industries	N/A	67%/51%	68%/48%		
				We saw a dramatic improvement in the	

					<p>familiarity for Calgary amongst our core target audiences in our key national and international markets and is supportive that our Live Tech Love Life campaign is paying dividends.</p> <p>We continue to see positive impressions of Calgary's economy being more diverse from the international audience with a slight increase in overall perceptions while this number dropped slightly with Canadian audiences.</p>
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5. Briefly describe the key impacts of COVID-19 on your operations in 2020.

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. Global FDI collapsed in 2020, falling 42% from \$1.5 trillion in 2019 to an estimated \$859 billion, according to an UNCTAD Investment Trends Monitor published on 24 January 2021. Flows to North America declined by 46% to \$166 billion, with cross-border mergers and acquisitions dropping by 43%. CED undertook an extensive outreach program to local companies (over 500 directly contacted) 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 shortfall of 35% from our 2020 budget 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, CED 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.

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. EDGE UP had originally planned for in-person graduation ceremonies but pivoted to virtual (online) graduations for a total of 98 students within two Cohorts – Cohort 1 graduated in July and Cohort 2 graduated in November.

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. However, as the cases increased in the end of Q3 and into Q4, the decision was taken to suspend in office work until further notice.

All talent attraction initiatives were moved to online/virtual events effective the first week in March and all out of market media spending was placed on hold until the late fall.

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 wrapped up production in September. An announcement regarding access via Calgary International Airport (one of five airports in Canada) bolstered the film centre's ability to capture new business as a film friendly COVID-19 safe jurisdiction. As such, a new tenant was secured for a 9-month engagement starting in September 2020.

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. In Q3 and Q4 2020, OCIF announced 5 projects. Four of those announcements were held via virtual Zoom events and press releases, with the video and written text posted online for repeated exposure. This allowed the team a new way to organize and promote the investments into Calgary projects, including new training programs via SAIT's Digital (DX) Hub and AltaML Ltd.; new ecosystem supports for companies via Harvest Ventures and Alberta IoT programs; and a vehicle to announce the creation of 600 new technology jobs via LodgeLink.

6. Are there any program or service changes made in 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). The Canadian Federation of Independent Businesses estimates that the number of Canadian businesses at risk of closing due to COVID-19 is now in the range of 71,000 to 222,000 (between 7% and 21% of all businesses). This estimate is an update of our first estimate released this summer. The wide range reflects high uncertainty business owners are still feeling about the future. CFIB's mid-range estimate is 181,000 (17% of businesses, or one in six). The CFIB also noted that the percentage of businesses at risk for closure in Alberta would average out at approximately 22% with Hospitality leading the way at 57% and Arts & Recreation organizations estimating that 44% of businesses could shut down.

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. CED 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 continue to incorporate a greater use of virtual event platforms in our talent attraction initiatives in 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.

For business development the enhanced use of video conferencing will become a norm and will supplement in-market investment promotion activities. As well, continued use of lead generation services will continue as they have proven to uncover valuable investment opportunities. Lastly, local business retention and expansion will continue to be a key element of future plans.

As a result of COVID-19, all EDGE UP programming for the pilot program was delivered online only. EDGE UP is seeking additional funding to scale the program in 2021, and this programming will also be delivered online, at least for the remainder of 2021. To ensure students receive access to companies and employers for work integrate learning programs and longer-term employment opportunities, EDGE UP will collaborate with CED's talent team to use virtual platforms for employer roundtables and job fairs.

7. Briefly describe any quality improvement changes or operational efficiencies your organization was able to achieve in 2020.

In an effort to better position our teams to collaborate for shared success on key projects, CED sought an office space in 2019 that housed all members within one location. CED was able to execute a subtenant lease in 2020 with Invest Alberta to co-locate in our space, optimizing cross-functional business development and investment attraction efforts.

CED completed its transition to Microsoft 365 (M365) cloud environment with the final step of moving shared files to Sharepoint online in 2019. This allowed enhanced collaboration and efficiencies with shared files, which proved to be critical during the pandemic. With the use of Microsoft Teams for communication we eliminated required costs for telephone hardware and reduced meeting technology costs. Between 2019 and 2020, CED purchased equipment to move all employees to Microsoft Surface Pro and worked to eliminate desktops for almost all employees; once again this allowed immediate efficiency for a work from home environment. Prior to COVID, CED already had a workshift policy in place to ensure employees had flexibility to be able to work in the most efficient and effective manner. Having this policy in place ensured employees were immediately equipped to

work remotely, and it allowed for a much smoother transition as the organization shifted to working from home.

During the work from home period necessitated by the pandemic, CED provided technology training and tools to offset the loss of in-person interactions. These included upgrades to our technology platform, including M365, Microsoft Dynamics Client Relationship Management (CRM) system, and enhanced online meeting platforms such as Teams and Zoom. Additionally, we provided training to staff on Sharepoint, M365, CRM as well as online financial tools such as Concur. Finally, HR technology platforms, such as Halogen, Bamboo, Headversity and a “Fit for Work” app from TerraHub were implemented to provide ongoing support to staff. Finally, CED pivoted to online staff meeting to enhance staff connections.

In 2020, CED began a multi-stage approach to updating its CRM to ensure critical client and project information could be effectively shared. Early in 2020, a CRM platform was created to more effectively track OCIF’s processes. At the end of 2020, an upgrade to the main CED CRM system was initiated, as well as a platform to integrate the research and strategy processes, including client inquiries and multi-team research projects. The latter two projects are scheduled for completion in Q1 2021.

In 2020, CED shifted its general ledger to a full cloud-based environment. This provided more flexibility for working remotely and having live and accurate data. The finance team also stopped the use of cheques with the inability of obtaining physical signatures and moved to sole use of EFTs, wires, or online bill payments. This provided timelier payments and mitigated the fraud risk of counterfeit cheques.

8. Briefly describe some success stories in 2020 that demonstrates how your organization worked in partnership with other community, private or public organizations to achieve shared results for Calgary and Calgarians.

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, CED continued to support the Live Tech. Love Life. campaign along with a new video asset for our core industrial sectors which proved successful in helping change some of the narrative about our community outside of our market. The campaign is evolving and will be the center piece of communications aimed at businesses and touting Calgary as ‘Canada’s Most Adventurous Tech City’. Through this initiative we have been able to raise the profile of our diverse ecosystem and draw greater media awareness and pick up. In 2020 we generated over \$64 million dollars in ad equivalent media value through our communication and social initiatives and the overall aggregated readership of our content surpassed 1.4 billion impressions 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.

2020 saw CED’s signature spring event Report to the Community become a casualty of the rapid impact of Covid 19. The event was slated to be an in-person event at the end of March however it was decided to cancel the event completely given the lateness of the date. Calgary Economic Development’s other signature events Economic Outlook and Start Up Calgary’s Launch Party went virtual and delivered record attendance with over 2,500 people taking part in both events and set a new level of engaging content delivery and audience interaction with both events receiving tremendously positive reviews.

The attraction of highly qualified mid and senior-level talent will help Calgary companies accelerate their growth and execute on business plans. We implemented the Live Tech. Love Life. marketing campaign to showcase our tech and innovation ecosystem as a destination for top talent. Our marketing in key markets involved an aggressive social media strategy that included ads on Instagram, Twitter and LinkedIn, as well as outdoor ads in Toronto, Kitchener-Waterloo, Vancouver, the U.K., Seattle and San Francisco. We registered almost 100 million impressions and reached an estimated audience of 10 million. Prior to COVID-19 restrictions, we worked with Global Talent Accelerator and Tech Talent Canada to host events for out-of-market senior tech talent. These events engaged more than 5,500 people and highlighted over 40 local companies with opportunities in Calgary.

The Trade Accelerator Program (TAP) hosted five sessions in 2020. Since its launch in 2018, over 160 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. During 2020 the CED led Trade Accelerator Program maintained the highest participation rate across all other Canadian cities. Its alumni program has been noted as best practice in the national TAP network and has been a valuable catalyst for enlisting new companies to the program and to also share experiences with other small companies. Sixteen TAP alumni expanded into foreign markets in 2020 including Righteous Gelato, Market Now, and OH! Naturals. More than 70 per cent of TAP graduate companies are exporting to international markets and alumni reported a 33 per cent increase in export sales the year after completing the intense six-week course.

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 locally 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, CED identified that Digital Transformation (DX) investment and spending across all of our industrial sectors would total \$20 billion dollars between 2021 and 2024 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 CED at the end of 2019 to launch EDGE UP. The average age of the participants was 46. Almost 50% had education above a bachelor's level and over 55% have been displaced for 2 years or more. To date, over 1400 displaced O & G professionals have expressed interest in the program. EDGE UP successfully graduated 98 students in 2020, which included Work Integrated Learning opportunities via capstone projects with 20 companies, helping the students apply their learning. By the end of 2020, 61% of graduates from Cohort 1, and 25% of graduates from Cohort 2, had found employment or had enrolled in additional training.

The Opportunity Calgary Investment Fund announced five funding agreements in 2020 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 \$18.55 million in 2020 as the portfolio expanded in ecosystem supports for training, company accelerator programs, and one anchor company expansion that pivoted from an energy services focus to crew-based accommodation technology platform. Cumulatively, the five projects had a total investment size of \$472M, and secured 912 direct jobs, approximately 2100 new training spaces, and absorbed over 142,000 square feet of

downtown office real estate. In 2020, \$50K had been paid to recipients for the achievement of specifically approved economic development related milestones. This amount is lower than in previous years as the pandemic negatively impacted many of the projects. OCIF worked with many of its existing clients in 2020, and as appropriate, the Board approved the extension of some milestone dates, as well as other select milestone objectives, to ensure the companies could rebound from the constraints imposed by the pandemic. At yearend 2020, OCIF had allocated a cumulative total of \$42.05M in funding to 14 projects which supports a total investment of \$636M into the local economy. 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.

After the shutdown in the spring, Calgary was one of the first cities in North America to adapt and allow film production to restart. Health was top priority, and strict protocols were put in place at film sites, including deep sanitization of equipment, temperature checks for people on set, mandatory masks, and proper physical distancing.

In 2020, CFCL welcomed Wynonna Earp Season 4 and Caverna Productions. The Calgary Film Centre reopened in June 2020 after a more than three-month shutdown for COVID-19 with added health and safety protocols in place for all projects; hardware was installed to upgrade all exterior doors as well as washroom fixtures to be hands-free. Even with the stoppage, the occupancy rate for the three sound stages was 68 per cent in 2020. Of the months available for use per health guidelines, the facility was occupied at 88% in 2020.

Working with the City of Calgary to be a “film friendly city”, CED facilitated 78 projects and 136 filming permits in 2020. The Government of Alberta’s Film and Television Tax Credit was raised in 2020 to \$10 million per project, to attract larger budget productions. CED also launched the Alberta Producer Accelerator Program with Content Canada and the Government of Canada, including the Consulate General in Los Angeles, to offer training, mentorship, and access to industry decision makers to help local television and film producers reach the global stage.

RESOURCES

9. Please estimate how The City's operating funding was allocated in 2020. 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 Other	CED Total	
14%	58%	23%	Advertising and promotion
7%	40%	14%	Programs or services
1%	0%	1%	Office supplies and expenses
6%	0%	5%	Professional and consulting fees
62%	2%	49%	Staff compensation, development and training
0%	0%	0%	Fund development
1%	0%	1%	Purchased supplies and assets
0%	0%	0%	Facility maintenance
8%	0%	6%	Evaluation or Research
1%	0%	1%	Other, please name: Technology, Staff Travel, Sponsorship
100%	100%	100%	

10. Did volunteers support your operations in 2020? If yes:

How many volunteers?	148
Estimated total hours provided by volunteers:	1103

11. What resources or funding sources did your organization leverage to support operations in 2020?

In 2020, the Base Operating Grant was \$10.1M, of which approximately 63% 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:

- Revenue recognized from other orders of government was \$385K (2019 - \$779K)
- Team Calgary (TC) revenue earned was \$845K (2019 - \$805K)
- Other sponsorship revenue (incl. funding for EDGE UP, Startup Calgary Initiatives) was \$1.5M (2019 - \$895K)
- Approximately \$575K of in-kind services received, primarily focused on marketing activities (2019 - \$550K)
- Federal CanExport Funding was used in 2020 to fund FDI training, a lead generation investment map and a subscription to an FDI platform. It also supported the development of a digital dashboard in CED's CRM used for tracking investment leads. The funding was also used to support 3 research studies for the Agribusiness, Transportation & Logistics, and Life Sciences sectors. Finally, it supported an investment attraction mission to 3 cities in India; the creation of 4 investment attraction marketing videos for Fintech, Interactive Digital Media, Energy and Aerospace; and it supported content development of our website designed to attract tech companies and talent to Calgary. One of the companies that was engaged during the India Mission was InfoSys, which recently announced an investment in Calgary starting at 500 new jobs.

The ratio of revenue from outside of the base grant was 21% or \$2.6M million (2019 - 23% or \$2.9M).

12. Did your organization receive any awards or recognition in 2020 that you want to highlight?

The International Economic Development Council recognized three major talent initiatives from CED in 2020 with Gold, Silver and Bronze prizes in the annual Excellence in Economic Development Awards. Calgary Economic Development achieved the following: Gold for the Advertising Campaign Live Tech. Love Life; Silver for Multimedia & Video Promotion for our signature This is Calgary video; and Bronze for Partnerships with Educational Institutions for our collaboration with the University of Calgary Continuing Education, SAIT and Bow Valley College on EDGE UP for displaced oil and gas professionals to transition to digital careers.

The Creative Industries team is proud to share that Calgary has been named one of the 2021 Best Places to Live and Work as a moviemaker by MovieMaker magazine. Calgary ranks 10th among 25 major cities across North America. MovieMaker considered a number of factors to determine winners, including research on tax incentives, and recent productions. The list was made public and published in the Hollywood-based magazine's Winter issue.

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

Asset: *Calgary Film Centre*

a) Provide a summary of your organization's 2020 capital work, including specific lifecycle/maintenance projects or capital projects.

The City of Calgary purchased the Calgary Film Centre Ltd. facility in 2018 and signed an agreement with CED 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. In November 2020, the final Building Condition Assessment report was delivered to The City of Calgary. The report noted several of the areas were in excellent or good condition. 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 ongoing maintenance issues raised in the report and has developed a timeline and associated budget to address these items in 2021. Additionally, the Calgary Film Centre has identified items that will increase the functionality and value of the facility for the tenants and has budgeted for the installation of these items over a five-year timeframe to 2025.

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. As a result of COVID-19, the facility installed several fixtures, such as touchless washroom fixtures, doors, signage and sanitization stations as part of its health and safety protocols.

b) What funding did your organization leverage to support capital activities in 2020?

CFCL did not require funding support for capital activities in 2020, as capital expenditures are funded by revenue.

14. CURRENT STATE: COVID-19 MARCH 2021 UPDATE

The section focuses on the impact of COVID-19 in the month of March 2021, to provide a snapshot of your organization's current state.

Impact

Please choose the one option below that best describes the impact of COVID-19 on your programs or service in March 2021.

<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)

Impact Description:

Please briefly describe how your programs and services were impacted in March 2021.

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. The website Connecting YYC was created by Calgary Economic Development to link businesses in need of talent with job seekers, particularly those immediately displaced by the pandemic. The YYC Business Marketplace was created to provide an online platform for local companies to share stories of how they are supporting their peers, the community and the economy during the pandemic. It was also created to help individuals connect to opportunities and services they had on offer. A student matching portal allowed students looking for real world experience in their field of study to help local businesses connect. This program saw close to 55k web pages viewed on the main 'Connecting YYC' page with an additional 26k job page views and over 100 student profiles uploaded.

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. The program continued to run in a virtual environment with one socially distanced program delivered at the Telus Convention Centre.

Real Estate and Talent continued to conduct business retention and expansion outreach. Key was the recruitment of Calgary companies for the virtual job fairs throughout 2020.

Global FDI collapsed in 2020, falling 42% from \$1.5 trillion in 2019 to an estimated \$859 billion, according to an UNCTAD Investment Trends Monitor published on 24 January 2021. Flows to North America declined by 46% to \$166 billion, with cross-border mergers and acquisitions dropping by 43%. Announced greenfield investment projects also fell by 29%. Despite projections for the global economy to recover in 2021, UNCTAD expects FDI flows to remain weak due to uncertainty over the evolution of the COVID-19 pandemic and had projected a 5-10% FDI slide in 2021 in last year's World Investment Report. 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 forward, 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-19 on their businesses and milestone metrics. OCIF is also working to progress files in the application 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. On December 4, 2020, City Council approved the OCIF 2021 Strategy and Business Plan, which identified the need for an increased focus on supporting the innovation ecosystem for both start-ups and scale-ups. The 2021 direction supports the recent release of an Innovation Ecosystem Request for Proposal (RFP) that invites eligible accelerator and incubator programs to seek funding to deliver mentorship, business programming and pathways to private equity for local new entrepreneurial enterprises, or to scale established companies. Similarly, the 2021 direction also supports the recent release of a Fund Manager Request for Proposal. The Fund Manager will establish and manage a small funding structure that leverages other investors, and it will select entities in which to fund, per OCIF's criteria. The investments will generate a return on investment over the long term, which can be re-invested back into other companies. The two RFPs will close on May 17, 2021.

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. In 2021, CED is undertaking an update to its Tech Training Survey to assess the growth and proliferation of technology training programs over the last two years. In the interim, CED is currently waiting to hear if it has secured federal funding for a scaled-up version of EDGE UP to support the workforce transition for displaced O&G professionals to digital opportunities. If funded, the program will conduct an update of the Skills Mapping. This proposal has scaled many of the key elements of the program: the number of students has increased from 100 to 320; the program will support 5 new training streams; it will accept 5 new oil and gas occupations in addition to the four previously accepted; it will execute the program over

27 months; it will include enhanced Work Integrated Learning elements; and, it will increase its PSI partners from three to five.

Current Demand for Service:

What is the current demand for your service compared to typical demand?

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