



Office of the Mayor  
City of Calgary  
P.O. Box 2100, Station M  
Calgary, Alberta T2P 2M5

February 10, 2016

Attn: Mayor Nenshi  
All Ward Councillors

Dear Mayor Nenshi & Councillor Pincott:

On behalf of ACTRA Alberta it is my pleasure to offer this letter as support of the first Administrative Recommendation to approve a one-time increase to operating budget program #449 of \$7million from the Resiliency fund for Calgary Economic Development over a 3-year period.

The Calgary Economic Development *Opportunity Calgary* plan to retain talent and accelerate diversification in our local economy will provide much needed support for both the business community and our citizens during this dramatic economic downturn.

Attracting new head offices and more businesses is always welcomed throughout the city, but especially in our downtown core. In addition, positioning Calgary as a global talent hub will enable our highly skilled workforce, particularly those who have been released from the energy sector, to continue to live, work and contribute to the vitality of our community. While Calgary's economy has been slowly diversifying over the past decade, this current downturn only showcases how much further we have to go. By accelerating this process with more aggressive take to market action plans in high potential industries such as logistics, agri-business, creative industries, renewables, Calgary will be stronger and more stable in future economic cycles.

This entire *Opportunity Calgary* program needs to be wrapped in an intensified integrated marketing campaign that highlights the counter-cyclical opportunities in the energy and real estate industries, supports energy and pipeline advocacy, and showcases the non-energy opportunities. It will be a call to action to invite investors and business to be a part of the innovative and entrepreneurial energy here in Calgary. It was also support the education of Canadians about the drive for Calgary, Alberta and Canada to have a socially, environmental and economically healthy industry.

**Alliance of Canadian Cinema, Television and Radio Artists**

**ACTRA Alberta**  
602, 7015 MacLeod Trail SW, Calgary AB T2H 2K6  
Tel (403) 228-3123 • Toll Free 1 (866) 913-3123 • Fax (403) 228-3299  
Email: alberta@actra.ca  
Web: www.actraalberta.com

Affiliated with the Canadian Labour Congress (CLC)  
and the International Federation of Actors (FIA)  
**Branch Offices:** Vancouver, Regina, Winnipeg,  
Toronto, Ottawa, Montreal, Halifax, St. John's  
Web: www.actra.ca

To deal with challenges here at home, the proposed local campaign will encourages people and businesses to choose local businesses and suppliers. Like the response to the flood crisis, it is important Calgarians help each other during this challenging time. we believe that Calgary Economic Development's leadership and collaboration with many other civic partners will have both short, mid and longer term impact and we look forward to working with them on several of their initiatives.

Sincerely,

Tina Alford  
Branch Representative  
ACTRA Alberta

cc: City Clerk, City of Calgary  
Mary Moran, President & CEO, Calgary Economic Development

February 9, 2016

Office of the Mayor  
City of Calgary  
P.O. Box 2100, Station M  
Calgary, Alberta T2P 2M5

Attn: Mayor Nenshi  
All Ward Councillors

Dear Mayor Nenshi & Councillor Sutherland:

On behalf of The Calgary Airport Authority, it is my pleasure to offer this letter as support of the first Administrative Recommendation to approve a one-time increase to operating budget program #449 of \$7million.

While Calgary's economy has been diversifying over the past decade, this current downturn only showcases how much further we have to go. By accelerating this process to high potential industries like logistics, agri-business, creative industries, renewables and creating a culture of innovation across all sectors, Calgary will be stronger and more stable in future economic cycles.

Calgary is the transportation and logistics hub for western Canada. Calgary Economic Development has already partnered with the Calgary Regional Partnership and the Calgary Logistics Council to have Calgary designated as a Foreign Trade Zone and to market the region as an Inland Port. Of all sectors, the transportation and logistics sector is poised for immediate growth. We encourage you to support Calgary Economic Development's initiatives to immediately enhance business development activities that will attract investment and jobs to our region.

The Calgary Economic Development plan to retain talent and accelerate diversification in our local economy will provide much needed support for both the business community and our citizens. Attracting new head offices and more businesses is always welcome throughout the city, but especially in our downtown core. In addition, positioning Calgary as a global talent hub will enable our highly skilled workforce, particularly those who have been released from the energy sector, to continue to live, work and contribute to the vitality of our community.

Finally, creating a campaign that encourages people and businesses to choose local businesses and suppliers will help create a common purpose to support businesses during these challenging economic times. This entire program needs to be wrapped in a story that showcases the opportunities in Calgary, enables ambassadors from Calgary to tell that story, and invites companies and investors to be a part of the energy in Calgary, and equally important, defines what is meant by energy in our city.

We believe in Calgary Economic Development's leadership in developing this plan and we look forward to working with them on several of their initiatives.

Sincerely,

A handwritten signature in black ink, appearing to read 'Stephan Poirier', with a large, stylized initial 'S'.

Stephan Poirier  
Senior VP & Chief Commercial Officer

The Calgary Airport Authority  
2000 Airport Road N. E.

[stephanp@yyc.com](mailto:stephanp@yyc.com)

cc: City Clerk, City of Calgary  
Mary Moran, President & CEO, Calgary Economic Development  
Steve Allan, Board Chair, Calgary Economic Development



February 11, 2016

Office of the Mayor  
City of Calgary  
City of Calgary  
P.O. Box 2100, Station M  
Calgary, Alberta T2P 2M5

Attn: Mayor Nenshi  
All Ward Councillors

Dear Mayor Nenshi & Councillor Sutherland:

On behalf of ATB Financial, it is my pleasure to offer this letter as support for the Economic Resiliency Fund request from Calgary Economic Development. The Calgary Economic Development plan to retain talent and accelerate diversification in our local economy will provide much needed support for both the business community and our citizens.

Attracting new head offices and more businesses is always welcome throughout the city, but especially in our downtown core. In addition, positioning Calgary as a global talent hub will enable our highly skilled workforce, particularly those who have been released from the energy sector, to continue to live, work and contribute to the vitality of our community.

While Calgary's economy has been diversifying over the past decade, this current downturn only showcases how much further we have to go. By accelerating this process to high potential industries like logistics, agri-business, creative industries, renewables and creating a culture of innovation across all sectors, Calgary will be stronger and more stable in future economic cycles.

**ATB** Corporate  
Financial Services®

600, 585 8th Ave SW, Calgary, AB T2P 1G1

Innovation is taking place in Calgary. Building an innovation movement takes time and coordination. No large Canadian city is doing this well. Too often the focus is on a single incubator or accelerator when what is required is a focus on policy, programs, places and people throughout the city. We applaud Calgary Economic Development for bringing together leaders in innovation to build a collaborative movement to spur innovation and diversify our economy.

Success will require a plan that focuses on 3 key pillars; fostering innovation and diversification, attracting investment and driving support of local businesses. We believe in Calgary Economic Development's leadership in developing this plan and look forward to working with them on several of their initiatives.

Sincerely,

A handwritten signature in dark ink, appearing to read "Ian Wild". The signature is fluid and cursive, with the first name "Ian" and the last name "Wild" clearly distinguishable.

Ian Wild

Executive Vice President

ATB Corporate Financial Services

cc: City Clerk, City of Calgary

Mary Moran, President & CEO, Calgary Economic Development

Steve Allan, Board Chair, Calgary Economic Development

**ATB** Corporate  
Financial Services®

600, 585 8th Ave SW, Calgary, AB T2P 1G1

#101, 718 - 12 Avenue SW  
Calgary, Alberta, Canada • T2R 0H7

February 17, 2016

Office of the Mayor  
City of Calgary  
City of Calgary  
P.O. Box 2100, Station M  
Calgary, Alberta T2P 2M5

Attn: Mayor Nenshi  
All Ward Councillors

Dear Mayor Nenshi & Councillor Sutherland:

On behalf of VRV Global a CIBT Company, it is my pleasure to offer this letter as support of the first Administrative Recommendation to approve a one-time increase to operating budget program #449 of \$7million.

The Calgary Economic Development plan to retain talent and accelerate diversification in our local economy will provide much needed support for both the business community and our citizens.

Attracting new head offices and more businesses is always welcome throughout the city, but especially in our downtown core. In addition, positioning Calgary as a global talent hub will enable our highly skilled workforce, particularly those who have been released from the energy sector, to continue to live, work and contribute to the vitality of our community.

While Calgary's economy has been diversifying over the past decade, this current downturn only showcases how much further we have to go. By accelerating this process to high potential industries like logistics, agri-business, creative industries, renewables and creating a culture of innovation across all sectors, Calgary will be stronger and more stable in future economic cycles.

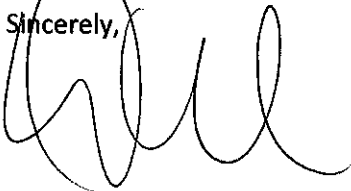
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Creating a campaign within that encourages people and businesses to choose local businesses and suppliers will help create a common purpose to support businesses during these challenging economic times.

This entire program needs to be wrapped in a story that showcases the opportunities in Calgary, enable ambassadors from Calgary to that story, and invites companies and investors to be a part of the energy in Calgary, and equally important, defines what is meant by energy in our city.

We believe that Calgary Economic Development's leadership in developing this plan and look forward to working with them on several of their initiatives.

Sincerely,

A handwritten signature in black ink, appearing to read 'HVR', written over the word 'Sincerely,'.

Herman Van Reekum

Managing Director, a CIBT Company

cc: City Clerk, City of Calgary  
Mary Moran, President & CEO, Calgary Economic Development  
Steve Allan, Board Chair, Calgary Economic Development



## THE VAN HORNE INSTITUTE

University of Calgary  
2500 University Drive N.W.  
Calgary, Alberta, Canada T2N 1N4

Tel: (403) 220-8455 Fax: (403) 282-4663

Email: [vanhorne@ucalgary.ca](mailto:vanhorne@ucalgary.ca)

Website: [www.vanhorne.info](http://www.vanhorne.info)

February 8, 2016

Mayor Naheed Nenshi  
City of Calgary  
P.O. Box 2100, Station M  
Calgary, AB T2P 2M5

Councillor Ward Sutherland  
City of Calgary  
P.O. Box 2100, Station M  
Calgary, AB T2P 2M5

Dear Mayor Nenshi and Councillor Sutherland:

I am writing this letter to you in my capacity as President and CEO of the Van Horne Institute. The Institute is recognized within Canada and internationally as a leading institute of public policy, education and research in transportation, supply chain and logistics, and regulated industries.

We have shared with your office, a number of papers, which we have developed to inform the process undertaken by the Honourable David Emerson to review Canada's transportation policy and make recommendations on same to the Federal Minister of Transport.

The papers researched by the Institute have, in the widest sense, been designed to demonstrate the importance of transportation and transportation infrastructure to the economies of this country. Transportation is an enabler of economies at the national, provincial and community levels.

We fully recognize that Calgary is the transportation and logistics hub for Western Canada. The Institute has run a series of conferences over the last 12 years, designed to explain and celebrate Calgary as a transportation hub. Your Worship was kind enough to be a Keynote Speaker at such a conference. We know that if a company wishes to distribute to the country as a whole, they will establish two major distribution hubs: one in Mississauga, Ontario, and the other in Calgary, Alberta. The Calgary hub has specific strategic cost advantages, which will allow it to expand upon its status as the second largest transportation and logistics hub for Canada. The Calgary Region can, with justification, describe itself as an inland port. Inland ports work in a collaborative, synergistic fashion with the seaports, ensuring that the international trade corridors work efficiently to enhance Canada's import and export capacity. This simply means that our westcoast seaports offload the inbound containers onto rail or trucks destined to Calgary and to the other inland ports that have developed across Western Canada. The containers, once received by the inland port, are distributed from their respective hubs into their hinterland.

There is no question in my mind that the transportation and logistics sector in this region continues to grow. The number of distribution centres in the Calgary Region have increased,

and even when there is a withdrawal from the market, i.e. Target, a new major distribution hub is established, i.e. Home Depot.

Because there is a defined cost advantage to locating a distribution centre in Calgary and the Calgary Region, this growth will continue, notwithstanding, the downturn in the oil and gas sector.

The Institute, with its educational partners at the University of Calgary, SAIT, Bow Valley College and Mount Royal University, see a continuing growing demand for knowledge-workers at all levels in the supply chain and logistics profession. Our research has shown that the jobs offered are still greater in number than the number of potential employees currently being trained through the educational system. The Institute is working with the Calgary Board of Education to include a program in supply chain and logistics at the secondary school level.

It is also clear that with the downturn in oil and gas, there are large numbers of workers who have skillsets that can be transferred into jobs in the supply chain, transportation, and logistics sector. The identification of these skills and connection into the supply chain, logistics sector is worthy of more detailed attention.

I am pleased to support the plans of Calgary Economic development to accelerate diversification in our local economy. I believe that CED's plan to build on Calgary's existing strength in supply chain, logistics and transportation, including warehousing and distribution is a good strategy, and the Van Horne Institute will participate vigorously.

Yours very truly,



Peter C. Wallis  
President and CEO

Sent by email to Mary Moran and Steve Allan



February 16, 2016

Office of the Mayor  
City of Calgary  
P.O. Box 2100, Station M  
Calgary, Alberta T2P 2M5

Attn: Mayor Nenshi  
All Ward Councillors

Dear Mayor Nenshi & Councillor Sutherland:

On behalf of V Strategies Inc., it is my pleasure to offer this letter as support of the first Administrative Recommendation to approve a one-time increase to operating budget program #449 of \$7million.

From my understanding the Calgary Economic Development's plan to retain talent and accelerate diversification in our local economy will provide much needed support for both the business community and our citizens.

Attracting new head offices and more businesses is always welcome throughout the city, but especially in our downtown core. In addition, positioning Calgary as a global talent hub will enable our highly skilled workforce, particularly those who have been released from the energy sector, to continue to live, work and contribute to the vitality of our community.

While Calgary's economy has been diversifying over the past decade, this current downturn only showcases how much further we have to go. By accelerating this process to high potential industries, Calgary will be stronger and more stable in future economic cycles.

Innovation is taking place in Calgary. Building an innovation movement takes time and coordination. No large Canadian city is doing this well. Too often the focus is on a single incubator or accelerator when what is required is a focus on policy, programs, places and people throughout the city. We applaud Calgary Economic Development for bringing together leaders in innovation to build a collaborative movement to spur innovation and diversify our economy.

Creating a campaign within that encourages people and businesses to choose local businesses and suppliers will help create a common purpose to support businesses during these challenging economic times.

This entire program needs to be wrapped in a story that showcases the opportunities in Calgary, enable ambassadors from Calgary to that story, and invites companies and investors to be a part of the energy.

We believe that Calgary Economic Development's leadership in developing this plan and look forward to working with them on several of their initiatives.

Sincerely,



Jeff Bradshaw  
President & CEO  
V Strategies Inc.

cc: City Clerk, City of Calgary  
Mary Moran, President & CEO, Calgary Economic Development  
Steve Allan, Board Chair, Calgary Economic Development





February 11, 2016

Office of the Mayor  
City of Calgary  
P.O. Box 2100, Station M  
Calgary, Alberta T2P 2M5

Attn: Mayor Nenshi  
All Ward Councillors

Dear Mayor Nenshi & Councillor Sutherland:

On behalf of United Farmers of Alberta Co-operative Limited (UFA), I would like to offer this letter of support for the one-time increase of \$7 million to the Calgary Economic Development budget which would be allocated to the Resiliency Fund program.

In our current economic environment it is more important than ever that we look for new and innovative ways to stimulate growth, attract new business and to diversify our economy.

With our head office in Calgary and over 100,000 active owners across Alberta, UFA is one of Canada's largest and most dynamic co-operatives with a focus on providing quality agricultural products and market leading services and solutions that support our owners and customers.

As we are an agriculture organization, I am very pleased to see that a key area of focus will be on developing Calgary's agribusiness industry. As the global population increases, the demand for high quality food products will continue to rise. There is huge opportunity here and UFA supports any initiative that ultimately helps our producers and raises the profile of agriculture.

UFA has been a locally-based organization and farmer owned since our formation in 1909. We support any initiative that encourages people and businesses to choose local suppliers and communities, creating an intention to support our businesses during these challenging economic times.

We look forward to the advancement of this program and offer our assistance in any way we can.

Sincerely,

A handwritten signature in black ink, which appears to read "Carol Kitchen". The signature is fluid and cursive.

Carol Kitchen

President & CEO  
United Farmers of Alberta Limited

cc: City Clerk, City of Calgary  
Mary Moran, President & CEO, Calgary Economic Development  
Steve Allan, Board Chair, Calgary Economic Development



|



209, 255 17<sup>th</sup> Avenue SW  
Calgary, AB T2S 2T8  
403.651.0938  
info@triskelelogi.com

February 8, 2016

Office of the Mayor  
City of Calgary  
P.O. Box 2100, Station M  
Calgary, Alberta T2P 2M5

Attn: Mayor Nenshi  
All Ward Councillors

Dear Mayor Nenshi & Councillor Sutherland:

On behalf of Triskele Logistics & The Calgary Logistics Council, it is my pleasure to offer this letter as support of the first Administrative Recommendation to approve a one-time increase to operating budget program #449 of \$7million.

While Calgary's economy has been diversifying over the past decade, this current downturn only showcases how much further we have to go. By accelerating this process to high potential industries like logistics, agri-business, creative industries, renewables and creating a culture of innovation across all sectors, Calgary will be stronger and more stable in future economic cycles.

Calgary is the transportation and logistics hub for western Canada. Calgary Economic Development has already partnered with the Calgary Regional Partnership and the Calgary Logistics Council to have Calgary designated as a Foreign Trade Zone and to market the region as an Inland Port. Of all sectors, the transportation and logistics sector is poised for immediate growth. We encourage you to support Calgary Economic Development's initiatives to immediately enhance business development activities that will attract investment and jobs to our region.

The Calgary Economic Development plan to retain talent and accelerate diversification in our local economy will provide much needed support for both the business community and our citizens. Attracting new head offices and more businesses is always welcome throughout the city, but especially in our downtown core. In addition, positioning Calgary as a global talent hub will enable our highly skilled workforce, particularly those who have been released from the energy sector, to continue to live, work and contribute to the vitality of our community.

Finally, creating a campaign that encourages people and businesses to choose local businesses and suppliers will help create a common purpose to support businesses during these challenging economic times. This entire program needs to be wrapped in a story that showcases the opportunities in Calgary, enables

ambassadors from Calgary to tell that story, and invites companies and investors to be a part of the energy in Calgary, and equally important, defines what is meant by energy in our city.

We believe in Calgary Economic Development's leadership in developing this plan and we look forward to working with them on several of their initiatives.

Sincerely,



Corrie Banks, President Triskele Logistics Ltd  
& Vice-Chair Calgary Logistics Council

cc: City Clerk, City of Calgary  
Mary Moran, President & CEO, Calgary Economic Development  
Steve Allan, Board Chair, Calgary Economic Development

February 9, 2016

Office of the Mayor  
City of Calgary  
P.O. Box 2100, Station M  
Calgary, Alberta T2P 2M5

Attn: Mayor Nenshi  
All Ward Councillors

Dear Mayor Nenshi & Councillor Sutherland:

On behalf of QuantumPlace Developments Ltd., it is my pleasure to offer this letter as support of the first Administrative Recommendation to approve a one-time increase to operating budget program #449 of \$7 million.

While Calgary's economy has been diversifying over the past decade, this current downturn only showcases how much further we have to go. By accelerating this process to high potential industries like logistics, agri-business, creative industries, renewables and creating a culture of innovation across all sectors, Calgary will be stronger and more stable in future economic cycles.

The Calgary Economic Development plan to retain talent and accelerate diversification in our local economy will provide much needed support for both the business community and our citizens. Attracting new head offices and more businesses is always welcome throughout the city, but especially in our downtown core. In addition, positioning Calgary as a global talent hub will enable our highly skilled workforce to continue to live, work and contribute to the vitality of our community.

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We believe in Calgary Economic Development's leadership in developing this plan and we look forward to working with them on several of their initiatives.

Sincerely,



Chris Ollenberger, P. Eng., ICD. D  
Managing Principal

cc: City Clerk, City of Calgary  
Mary Moran, President & CEO, Calgary Economic Development  
Steve Allan, Board Chair, Calgary Economic Development



Office of the Mayor  
City of Calgary  
P.O. Box 2100, Station M  
Calgary, Alberta  
T2P 2M5

February 12, 2016

Attn: Mayor Nenshi  
All Ward Councillors

Dear Mayor Nenshi & Councillor Sutherland:

On behalf of Innovate Calgary, it is my pleasure to offer this letter as support of the first Administrative Recommendation to approve a one-time increase to operating budget program #449 of \$7million from the Resiliency fund for Calgary Economic Development over a 3-year period.

The City of Calgary is home to an ever-growing number of innovation driven companies (IT, clean tech, bio tech) that have served to increase the diversification of our economy. However, over the past number of years the tremendous growth in the cyclical oil and gas sector has over-shadowed the successes of the innovation sector. With the recent downturn in oil and gas, the opportunity now exists to accelerate building and growing the innovation sector which will result in a better balanced and more stable municipal economy. The oil and gas sector has been and will be good for Calgary again, but a more diversified economy has clear advantages.

The innovation sector of the economy is critical for job growth. Studies in the US indicate that Innovation Driven Enterprises (IDE's) are responsible for the bulk of job creation in that country. In Canada, we have seen municipalities transform their economy through sound policy and coordinated actions in their communities. Calgary can, and should, drive for a similar transformation.

The Calgary Economic Development *Opportunity Calgary* plan seeks to do just that, with a combination of short and medium to long term actions. Growth of the innovation sector will happen organically and without assistance to a certain extent, but to become globally competitive in this space requires holistic thinking and collaborative actions in the areas of policy, programs, places and people.

Creating highly successful innovation ecosystems requires a myriad of enabling components to develop in parallel – innovation culture and policy, entrepreneur development and mentoring, angel and venture capital investment, and focused research leadership to name a few. It is about getting many details right, and not about driving one specific initiative. This takes time and on-going commitment by community leaders.

Innovate Calgary will work closely with Calgary Economic Development and the Calgary Chamber to bring the right people together to lead our community on this journey. Success requires close



collaboration of private and public sector people and organizations, our post secondary institutions, and all three levels of government.

The *Opportunity Calgary* program will be used to rally our community to drive change and drive specific initiatives. Our city has a long history of entrepreneurial success, and given the right focus we can enhance Calgary's reputation as a competitive jurisdiction to build and grow innovation oriented companies.

I believe that Calgary Economic Development's leadership and collaboration with many other civic partners will have both short, mid and longer term impact and I look forward to working together on these initiatives.

Sincerely,



Peter Garrett,  
CEO, Calgary Technologies Inc.  
(operating as Innovate Calgary)

cc: City Clerk, City of Calgary  
Mary Moran, President & CEO, Calgary Economic Development  
Steve Allan, Board Chair, Calgary Economic Development  
Michael Whitt, Board Chair, Calgary Technologies Inc.



February 11, 2016

Office of the Mayor

City of Calgary

City of Calgary

P.O. Box 2100, Station M

Calgary, Alberta T2P 2M5

Attn: Mayor Nenshi

All Ward Councillors

Dear Mayor Nenshi & Councillor Sutherland:

I understand that consideration may be given to a one time increase to the budget of Calgary Economic Development (CED) in support of its operating plan and key initiatives associated with it.

As discussions take place surrounding this important decision, I thought it might be helpful to offer a perspective from my vantage point as Alberta's Senior Representative for the Asia Pacific Basin, based in Hong Kong. A principal dimension of my role is to engage leadership level commercial actors and investors across key Asian markets in an effort to increase Alberta business partnerships that bring jobs and prosperity to Albertans.

During my time in this role it has become clear that Asian investor interest in Alberta remains high and that new opportunities for Alberta are emerging. As our resources industries innovate and diversify, we are seeing keen interest by established and new Asian players to become part of this exciting story. We are also seeing, however, that there is increasing investor interest in a range of sectors that appeal to Asia's rapidly growing urban middle class or that are important to sectors that service this demographic. These include tourism, education, food, medical technologies, the full range of environmental equipment, services and knowledge, specialized engineering services, entertainment industries and much more.

I am writing this letter to let you know that Calgary is a particular focus of interest for the Asian business leaders I engage with on a daily basis. Calgary has some brand

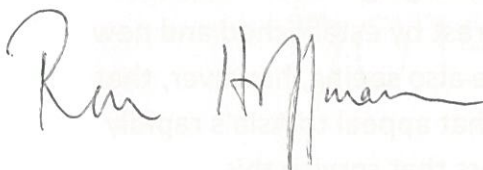
recognition, growing air links, is known to be a Western Canadian center for expertise and services and is closely identified with Alberta's rich natural beauty.

But many of the opportunities before us will remain unfulfilled if we don't work to identify the most compelling business leads, cultivate these relationships and convince Asian commercial actors to cross the business finish line in making actual investments, in creating new distribution channels, in buying our products, in sharing technologies and in helping us to innovate and modernize.

I have been deeply impressed by the strategic orientation of CED, in its integrating and convening role, and the calibre and energy of its leadership and its staff. CED has quickly become a go-to ally and partner for me but also for the wider network of Alberta International offices in Asia. Working together with CED in investor fora in Asia, in support of business missions to Calgary, in developing up-to-date and actionable business intelligence, in presenting a compelling Calgary business and quality of life narrative in rapidly changing times, and in cultivating high priority identified relationships is proving critical to our ability to protect and enhance the livelihoods of our communities and our families.

I know that I will be working closely with CED going forward. And I am confident that it will make a difference to the well-being of many Calgarians and to the province as a whole. It is also evident that CED's impact in attracting investment and in supporting Calgary-based companies to partner in the important Asian marketplace depends to an important degree on its ability to access funding.

I sincerely hope that you give careful consideration to what this funding support can do to help Calgary capitalize on existing and new business opportunities based in Asia. Our successes will not happen automatically. If I can ever provide assistance to Calgary Council in support of these deliberations, I hope you do not hesitate to let me know.

A handwritten signature in black ink, appearing to read 'Ron Hoffmann', with a stylized, flowing script.

Ron Hoffmann  
Alberta's Senior Representative for the Asia Pacific Basin

cc: City Clerk, City of Calgary  
Mary Moran, President & CEO, Calgary Economic Development  
Steve Allan, Board Chair, Calgary Economic Development



February 12, 2016  
Office of the Mayor  
City of Calgary  
P.O. Box 2100, Station M  
Calgary, Alberta T2P 2M5

Attn: Mayor Nenshi  
All Ward Councillors

Dear Mayor Nenshi & Councillor Sutherland:

On behalf of Futurpreneur Canada it is my pleasure to offer this letter as support of the first Administrative Recommendation to approve a one-time increase to operating budget program #449 of \$7million. The Calgary Economic Development plan to retain talent and accelerate diversification in our local economy will provide much needed support for both the business community and our citizens. Attracting new head offices and more businesses is always welcome throughout the city, but especially in our downtown core. In addition, positioning Calgary as a global talent hub will enable our highly skilled workforce, particularly those who have been released from the energy sector, to continue to live, work and contribute to the vitality of our community.

While Calgary's economy has been diversifying over the past decade, this current downturn only showcases how much further we have to go. By accelerating this process to high potential industries like logistics, agri-business, creative industries, renewables and creating a culture of innovation across all sectors, Calgary will be stronger and more stable in future economic cycles.

Innovation is taking place in Calgary. We applaud Calgary Economic Development for bringing together leaders in innovation to build a collaborative movement to spur innovation and diversify our economy. Creating a campaign within that encourages people and businesses to choose local businesses and suppliers will help create a common purpose to support businesses during these challenging economic times.

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We believe that Calgary Economic Development's leadership in developing this plan and look forward to working with them on several of their initiatives.

Sincerely,



Rob Price, Director, Alberta  
Futurpreneur Canada

cc: City Clerk, City of Calgary  
Mary Moran, President & CEO, Calgary Economic Development  
Steve Allan Board Chair Calgary Economic Development

February 1, 2016

Office of the Mayor  
City of Calgary  
P.O. Box 2100, Stn M  
Calgary AB T2P 2M5

Attn: Mayor Nenshi, Chair, Priorities & Finance Committee  
Ward Sutherland, Vice Chair, Priorities & Finance Committee

**RE: PFC2016-0081 - Community Economic Resiliency Fund Report**

Dear Mayor Nenshi & Councillor Sutherland:

On behalf of the Board of Directors of the Calgary Downtown Association (CDA), please accept this letter as support for the first Administrative Recommendation to approve a one-time increase to operating budget program #449 of \$7 million.

The CDA was heavily involved in the “YYC is OPEN” post-flood campaign, and our ratepayers found it very valuable. A similar program, supporting local suppliers and businesses would be welcomed in these challenging economic times.

Diversifying Calgary’s economy and reducing the reliance on the Energy Sector would provide much needed stability for businesses. Attracting more head offices and net new businesses is always welcome. Having the ability to be creative with leasing policies and considering alternate uses for both commercial and City-owned properties would breathe life into a high-vacancy downtown. The concept of a Global Talent Hub would be an exciting opportunity to put our highly trained unemployed energy-workers back to work. These initiatives would accelerate diversification, and build a culture of innovation.

We applaud Calgary Economic Development’s leadership in developing this plan, including their plans to measure success, and would be happy to collaborate with CED on any or all of the initiatives.

Yours truly,



M. A. (Maggie) Schofield  
Executive Director

cc: All Ward Councillors, City of Calgary  
City Clerk, City of Calgary  
Mary Moran, President & CEO, Calgary Economic Development  
Steve Allan, Board Chair, Calgary Economic Development



February 16, 2016

Office of the Mayor  
City of Calgary  
P.O. Box 2100, Station M  
Calgary, Alberta T2P 2M5

Attn: Mayor Nenshi, All Ward Councillors

Dear Mayor Nenshi & Councillor Sutherland:

On behalf of District Ventures, it is my pleasure to offer this letter as support of the first Administrative Recommendation to approve a one-time increase to the operating budget of program #449 for the amount of \$7 million.

The Calgary Economic Development plan to retain talent and accelerate diversification in our local economy is critical to supporting business attraction and investment to the city of Calgary.

The economic downturn we're experiencing as a result of our reliance on a single commodity demonstrates a real and significant need for Calgary, and Alberta, to pursue strategies for economic diversification. By developing high-potential industries like logistics, agribusiness, creative industries, and renewables, and by creating a culture of innovation across all sectors, Calgary will be stronger and more stable in future economic cycles.

Alberta has world-class agricultural resources. We have been shipping our raw products out and buying them back in a box, can, bag, or bottle for too long. Our industry has largely worked in an isolated manner with different commodity groups handling their own marketing. Growing the value-added component of the sector requires coordination and business development support. Calgary Economic Development is engaging agribusiness and value-added industries at our request and we encourage you to provide the support needed to build the value-added component of the industry and diversify our economy.

Additionally, creating a campaign that encourages people and businesses to choose local businesses and suppliers will help support businesses during these challenging economic times.

This entire program needs to be wrapped in a manner that showcases Calgary's story, enables ambassadors from Calgary to tell that story, and invites companies and investors to be a part of the energy in Calgary.

I believe in Calgary Economic Development's leadership in developing this plan and look forward to working with them on several of their initiatives.

Sincerely,



Arlene Dickinson

Founder & CEO, District Ventures Accelerator

cc: City Clerk, City of Calgary  
Mary Moran, President & CEO, Calgary Economic Development  
Steve Allan, Board Chair, Calgary Economic Development





**Cresa Alberta**  
606 - 4 Street SW, Suite 1400  
Calgary, AB T2P 1T1  
403.571.8080 main

**The Tenant's Advantage**  
cresa.com

February 12, 2016

Office of the Mayor  
City of Calgary  
P.O. Box 2100, Station M  
Calgary, Alberta T2P 2M5

Attn: Mayor Nenshi  
All Ward Councillors

Dear Mayor Nenshi & Councillor Sutherland:

On behalf of Cresa Alberta, it is my pleasure to offer this letter as support of the first Administrative Recommendation to approve a one-time increase to operating budget program #449 of \$7million.

While Calgary's economy has been diversifying over the past decade, this current downturn only showcases how much further we have to go. By accelerating this process to high potential industries like logistics, agri-business, creative industries, renewables and creating a culture of innovation across all sectors, Calgary will be stronger and more stable in future economic cycles.

The Calgary Economic Development plan to retain talent and accelerate diversification in our local economy will provide much needed support for both the business community and our citizens. Attracting new head offices and more businesses is always welcome throughout the city, but especially in our downtown core. In addition, positioning Calgary as a global talent hub will enable our highly skilled workforce, particularly those who have been released from the energy sector, to continue to live, work and contribute to the vitality of our community.

Finally, creating a campaign that encourages people and businesses to choose local businesses and suppliers will help create a common purpose to support businesses during these challenging economic times. This entire program needs to be wrapped in a story that showcases the opportunities in Calgary, enables ambassadors from Calgary to tell that story, and invites companies and investors to be a part of the energy in Calgary, and equally important, defines what is meant by energy in our city.

We believe in Calgary Economic Development's leadership in developing this plan and we look forward to working with them on several of their initiatives.

Sincerely,  
**Cresa Alberta**

A handwritten signature in blue ink, appearing to be "DK", written over a horizontal line.

Managing Principal

cc: City Clerk, City of Calgary  
Mary Moran, President & CEO, Calgary Economic Development  
Steve Allan, Board Chair, Calgary Economic Development



February 12, 2016

Office of the Mayor  
City of Calgary  
P.O. Box 2100, Station M  
Calgary, Alberta T2P 2M5

Attn: Mayor Nenshi  
All Ward Councillors

Dear Mayor Nenshi & Councillor Sutherland:

On behalf of CREB<sup>®</sup> (Calgary Real Estate Board), it is my pleasure to offer this letter as support of the first Administrative Recommendation to approve a one-time increase to operating budget program #449 of \$7million.

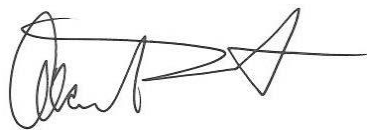
While Calgary's economy has been diversifying over the past decade, this current downturn only showcases how much further we have to go. By accelerating this process to high potential industries like logistics, agri-business, creative industries, renewables and creating a culture of innovation across all sectors, Calgary will be stronger and more stable in future economic cycles.

The Calgary Economic Development plan to retain talent and accelerate diversification in our local economy will provide much needed support for both the business community and our citizens. Attracting new head offices and more businesses is always welcome throughout the city, but especially in our downtown core. In addition, positioning Calgary as a global talent hub will enable our highly skilled workforce, particularly those who have been released from the energy sector, to continue to live, work and contribute to the vitality of our community.

Finally, creating a campaign that encourages people and businesses to choose local businesses and suppliers will help create a common purpose to support businesses during these challenging economic times. This entire program needs to be wrapped in a story that showcases the opportunities in Calgary, enables ambassadors from Calgary to tell that story, and invites companies and investors to be a part of the energy in Calgary, and equally important, defines what is meant by energy in our city.

We believe in Calgary Economic Development's leadership in developing this plan and we look forward to working with them on several of their initiatives.

Sincerely,



Alan Tennant, FRI (E)  
Chief Executive Officer

**2016 Board of Directors**  
**President**  
Cliff Stevenson, ABR<sup>®</sup>, CCS

**President-Elect**  
David P. Brown

**Vice-President**  
Doug Koop

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**Directors** – Lorna Hamm | Sarah Johnston | Ian Jones | Guy Mitchell | Wendy Morrow

**Treasurer** – Tom Westcott, ABR<sup>®</sup>, CIPS

**Chief Executive Officer** – Alan Tennant, FRI (E), CAE

February 10, 2016

Office of the Mayor  
City of Calgary  
City of Calgary  
P.O. Box 2100, Station M  
Calgary, Alberta T2P 2M5

Attn: Mayor Nenshi  
All Ward Councillors

Dear Mayor Nenshi & Councillor Sutherland:

On behalf of Alberta Livestock and Meat Agency (ALMA), it is my pleasure to offer this letter as support of the first Administrative Recommendation to approve a one-time increase to operating budget program #449 of \$7million.

The Calgary Economic Development plan to retain talent and accelerate diversification in our local economy and will provide much needed support for both the business community and our citizens.

Attracting new head offices and more businesses is always welcome throughout the city, but especially in our downtown core. In addition, positioning Calgary as a global talent hub will enable our highly skilled workforce, particularly those who have been released from the energy sector, to continue to live, work and contribute to the vitality of our community.

As Chairman of the Board of ALMA I know this funding can be leveraged by other members of the agriculture industry as well as our provincial government dollars to achieve even greater results. The Alberta Livestock and Meat Agency is positioned as a catalyst in the development of a profitable and internationally competitive Alberta livestock and meat industry. We support companies or initiatives which enhance productivity, encourage sustainable development, increase customer access and market development as well as product differentiation.

Calgary has land, water and infrastructure with great distribution channels and international access through our great airport. We know that agriculture which has just been added as a priority sector for Calgary Economic Development can be stimulated through the great work already in progress and expanded hopefully with this additional funding from the City.

Alberta has world class agricultural resources. For too long we have been shipping our raw products out and buying them back in a box, can, bag or bottle. Our industry has largely worked in a siloed manner with different commodity groups handling their own marketing. Growing the value added component of the sector requires coordination and business development support. Calgary Economic Development is engaging in Agribusiness at our request and we encourage you to provide the support needed to build the value added component of the industry and diversify our economy.

Sincerely,

 D.V.M.

Dr. David Chalack

Board Chair, Alberta Livestock and Meat Agency

Email [dchalack@altagenetics.com](mailto:dchalack@altagenetics.com) Cell 1-403-585-2455

cc: City Clerk, City of Calgary  
Mary Moran, President & CEO, Calgary Economic Development  
Steve Allan, Board Chair, Calgary Economic Development



February 12, 2016

Office of the Mayor  
City of Calgary  
City of Calgary  
P.O. Box 2100, Station M  
Calgary, Alberta T2P 2M5

Attn: Mayor Nenshi  
All Ward Councillors

Dear Mayor Nenshi & Councillor Sutherland:

On behalf of Cenovus Energy, it is my pleasure to offer this letter as support of the first Administrative Recommendation to approve a one-time increase to operating budget program #449 of \$7million.

The Calgary Economic Development plan to retain talent and accelerate diversification in our local economy will provide much needed support for both the business community and our citizens.

Attracting new head offices and more businesses is always welcome throughout the city, but especially in our downtown core. In addition, positioning Calgary as a global talent hub will enable our highly skilled workforce, particularly those who have been released from the energy sector, to continue to live, work and contribute to the vitality of our community.

While Calgary's economy has been diversifying over the past decade, this current downturn only showcases how much further we have to go. By accelerating this process to high potential industries like logistics, agri-business, creative industries, renewables and creating a culture of innovation across all sectors, Calgary will be stronger and more stable in future economic cycles.

Innovation is taking place in Calgary. Building an innovation movement takes time and coordination. No large Canadian city is doing this well. Too often the focus is on a single incubator or accelerator when what is required is a focus on policy, programs, places and people throughout the city. We applaud Calgary Economic Development for bringing together leaders in innovation to build a collaborative movement to spur innovation and diversify our economy.

Creating a campaign within that encourages people and businesses to choose local businesses and suppliers will help create a common purpose to support businesses during these challenging economic times.

This entire program needs to be wrapped in a story that showcases the opportunities in Calgary, enable ambassadors from Calgary to that story, and invites companies and investors to be a part of the energy in Calgary, and equally important, defines what is meant by energy in our city.

We believe that Calgary Economic Development's leadership in developing this plan and look forward to working with them on several of their initiatives.

Sincerely,



Kam Sandhar

Director, Investor Relations

cc: City Clerk, City of Calgary  
Mary Moran, President & CEO, Calgary Economic Development  
Steve Allan, Board Chair, Calgary Economic Development

---



February 9, 2016

Office of the Mayor  
City of Calgary  
P.O. Box 2100, Station M  
Calgary, Alberta T2P 2M5

Attn: Mayor Nenshi  
All Ward Councillors

Dear Mayor Nenshi & Councillor Sutherland:

On behalf of Accessible Housing, it is my pleasure to offer this letter as support of the first Administrative Recommendation to approve a one-time increase to operating budget program #449 of \$7 million.

While Calgary's economy has been diversifying over the past decade, this current downturn only showcases how much further we have to go. By accelerating this process to high potential industries like logistics, agri-business, creative industries, renewables and creating a culture of innovation across all sectors, Calgary will be stronger and more stable in future economic cycles.

The Calgary Economic Development plan to retain talent and accelerate diversification in our local economy will provide much needed support for both the business community and our citizens. Attracting new head offices and more businesses is always welcome throughout the city, but especially in our downtown core. In addition, positioning Calgary as a global talent hub will enable our highly skilled workforce, particularly those who have been released from the energy sector, to continue to live, work and contribute to the vitality of our community.

Finally, creating a campaign that encourages people and businesses to choose local businesses and suppliers will help create a common purpose to support businesses during these challenging economic times. This entire program needs to be wrapped in a story that showcases the opportunities in Calgary, enables ambassadors from Calgary to tell that story, and invites companies and investors to be a part of the energy in Calgary, and equally important, defines what is meant by energy in our city.

We believe in Calgary Economic Development's leadership in developing this plan and we look forward to working with them on several of their initiatives.

Sincerely,

Jeff Dyer

Executive Director, Accessible Housing

cc: City Clerk, City of Calgary  
Mary Moran, President & CEO, Calgary Economic Development  
Steve Allan, Board Chair, Calgary Economic Development



**LAWSON  
PROJECTS**

102, 7101 – 5<sup>th</sup> Street SE  
Calgary, Alberta  
T2H 2G2  
Ph: (403) 265-2000  
Fax: (403) 269-4244  
[www.lawsonprojects.com](http://www.lawsonprojects.com)

February 17, 2016

Office of the Mayor  
City of Calgary  
P.O. Box 2100, Station M  
Calgary, Alberta T2P 2M5

Attn: Mayor Nenshi  
All Ward Councillors

Dear Mayor Nenshi & Councillors,

On behalf of Lawson Projects, I am pleased to provide this letter as support of the first Administrative Recommendation to approve a one-time increase to operating budget program #449 of \$7 million.

The Calgary Economic Development plan to retain talent and accelerate diversification in our local economy will provide much needed support for both the business community and our citizens. Attracting new head offices and more businesses is always welcome throughout the city, but especially in our downtown core. In addition, positioning Calgary as a global talent hub will enable our highly skilled workforce, particularly those who have been released from the energy sector, to continue to live, work and contribute to the vitality of our community.

Finally, creating a campaign that encourages people and businesses to choose local businesses and suppliers will help create a common purpose to support businesses during these challenging economic times. This entire program needs to be wrapped in a story that showcases the opportunities in Calgary, enables ambassadors from Calgary to tell that story, and invites companies and investors to be a part of the energy in Calgary, and equally important, defines what is meant by energy in our city.

We believe in Calgary Economic Development's leadership in developing this plan and we look forward to working with them on several of their initiatives.

Sincerely,

Normand J. Landry, P.Eng., MBA  
Director and Senior Project Manager

cc: City Clerk, City of Calgary  
Mary Moran, President & CEO, Calgary Economic Development  
Steve Allan, Board Chair, Calgary Economic Development

**COLIN LAWSON PROJECTS LTD.**





February 12, 2016

Office of the Mayor  
City of Calgary  
P.O. Box 2100, Station M  
Calgary, Alberta T2P 2M5

Attn: Mayor Nenshi  
All Ward Councillors

Dear Mayor Nenshi & Councillor Sutherland:

On behalf of ARC Financial Corp. it is my pleasure to offer this letter as support of the first Administrative Recommendation to approve a one-time increase to operating budget program #449 of \$7million.

The Calgary Economic Development plan to retain talent and accelerate diversification in our local economy will provide much needed support for both the business community and our citizens.

Attracting new head offices and more businesses is always welcome throughout the city, but especially in our downtown core. In addition, positioning Calgary as a global talent hub will enable our highly skilled workforce, particularly those who have been released from the energy sector, to continue to live, work and contribute to the vitality of our community.

While Calgary's economy has been diversifying over the past decade, this current downturn only showcases how much further we have to go. By accelerating this process to high potential industries like logistics, agri-business, creative industries, renewables and creating a culture of innovation across all sectors, Calgary will be stronger and more stable in future economic cycles.

Innovation is taking place in Calgary. Building an innovation movement takes time and coordination. No large Canadian city is doing this well. Too often the focus is on a single incubator or accelerator when what is required is a focus on policy, programs, places and people throughout the city. We applaud Calgary Economic Development for bringing together leaders in innovation to build a collaborative movement to spur innovation and diversify our economy.

Creating a campaign within that encourages people and businesses to choose local businesses and suppliers will help create a common purpose to support businesses during these challenging economic times.

This entire program needs to be wrapped in a story that showcases the opportunities in Calgary, enable ambassadors from Calgary to that story, and invites companies and investors to be a part of the energy in Calgary, and equally important, defines what is meant by energy in our city.

We believe that Calgary Economic Development's leadership in developing this plan and look forward to working with them on several of their initiatives.

Sincerely,

A handwritten signature in black ink, reading "Mac Van Wielingen". The signature is fluid and cursive, with a long horizontal stroke at the end.

Mac Van Wielingen

Founder and Director  
ARC Financial Corp.

cc: City Clerk, City of Calgary  
Mary Moran, President & CEO, Calgary Economic Development  
Steve Allan, Board Chair, Calgary Economic Development



**CASKADIA LABS**  
CROSS BORDER R&D SOLUTIONS

Caskadia Technology Labs  
Suite #200 - 375 Water Street  
Vancouver, BC, V6B 0M9 Canada  
Office: 604.753.7017  
[www.caskadia.com](http://www.caskadia.com)

February 15, 2016

Dear Mayor Nenshi and Members of the Calgary City Council,

We offer this letter as a sign of support for *Calgary Economic Development's* recent *Opportunity Calgary* initiative. As a firm that has directly helped grow the technology ecosystem in Vancouver B.C. we have seen first-hand how economic development organizations can work successfully with government and private interests to make lasting, positive economic change.

Faced with the recent (and forecasted to be persistent) collapse in oil and gas commodity prices, Calgary is at a crucial crossroads with its future. As native Albertans, we have seen family and friends touched by the effects of the sudden economic downturn effecting Calgary. Historically, Vancouver has faced similar challenges based on its dependency on, and shrinking margins from, the mining and forestry industries. Through a focused series of initiatives spanning private and public organizations, the city of Vancouver has innovated to emerge as a leader in the trade, technology and film industries. We believe Calgary has both the gumption and talent base to make similar economic diversification strides.

Having recently taken a series of meetings and phone calls with Calgary business leaders, it is clear to us that a commitment to innovation is taking place in the city. However, building a lasting and impactful innovation movement takes time and coordination. Often too much attention can be placed on a single incubator or accelerator program when what is truly required is a focus on overarching policy, programs, places and people across the city. In our opinion, *Calgary Economic Development* has demonstrated the most complete vision for economic diversification by acting as the hub to a wheel of innovation activities across the city. They have successfully brought together innovation leaders to build a collaboration movement with economic diversification as the clear goal.

It's our hope that concerned parties consider the initiatives as set forth by *Calgary Economic Development* for the future benefit of the city.

Sincerely,

Peter Luong, Founder and Director  
Caskadia Labs  
[peter@caskadia.com](mailto:peter@caskadia.com)

Daniel Ellis, Partner  
Caskadia Labs  
[dan@caskadia.com](mailto:dan@caskadia.com)



**BRZ Headquarters**

2nd Floor, 1230-9th Ave  
SE Calgary, Alberta T2G 0T1

**Got questions?**



Phone 403 266 6962

Fax 403 266 6982

info@calgary-inglewood.com



twitter.com/inglewoodbrz



facebook.com/inglewoodcalgary

**www.calgary-inglewood.com**

Office of the Mayor  
City of Calgary  
P.O. Box 2100, Station M  
Calgary, Alberta T2P 2M5

Attn: Mayor Nenshi  
All Ward Councillors

Dear Mayor Nenshi & Councillors,

February 10, 2016

On behalf of the Inglewood Business Revitalization Zone it is my pleasure to offer this letter as support of the first Administrative Recommendation to approve a one-time increase to operating budget program #449 of \$7million from the Resiliency fund for Calgary Economic Development over a 3-year period.

The Calgary Economic Development *Opportunity Calgary* plan to retain talent and accelerate diversification in our local economy will provide much needed support for both the business community and our citizens during this dramatic economic downturn. Positioning Calgary as a global talent hub will enable our highly skilled workforce, particularly those who have been released from the energy sector, to continue to live, work and contribute to the vitality of our community.

While Calgary's economy has been slowly diversifying over the past decade, this current downturn only showcases how much further we have to go. By accelerating this process with more aggressive take to market action plans in high potential industries such as creative industries and sustainable energy sectors (solar energy in particular), Calgary will be stronger and more stable in future economic cycles. As an example of creative industries- countries like Denmark make huge financial gains in exporting the skills and knowledge they have developed in energy innovation, industrial and urban design and architecture. When BRZs look to good urban design consultants, they look abroad, to Scandinavia or cities like New York. It is time that Calgary invested in and becomes an expert in these and other innovative areas.

The Inglewood BRZ supports Calgary Economic Development's leadership and collaboration with other civic partners.

Sincerely,

Rebecca O'Brien

Executive Director, Inglewood BRZ

cc: City Clerk, City of Calgary  
Mary Moran, President & CEO, Calgary Economic Development  
Steve Allan, Board Chair, Calgary Economic Development

February 9, 2016

Office of the Mayor  
City of Calgary  
P.O. Box 2100, Station M  
Calgary, Alberta T2P 2M5

Attn: Mayor Nenshi  
All Ward Councillors

Dear Mayor Nenshi & Councillor Sutherland:

On behalf of Brookfield Residential (Alberta) LP, it is my pleasure to offer this letter as support of the first Administrative Recommendation to approve a one-time increase to operating budget program #449 of \$7million.

While Calgary's economy has been diversifying over the past decade, this current downturn only showcases how much further we have to go. By accelerating this process to high potential industries like logistics, agri-business, creative industries, renewables and creating a culture of innovation across all sectors, Calgary will be stronger and more stable in future economic cycles.

The Calgary Economic Development plan to retain talent and accelerate diversification in our local economy will provide much needed support for both the business community and our citizens. Attracting new head offices and more businesses is always welcome throughout the city, but especially in our downtown core. In addition, positioning Calgary as a global talent hub will enable our highly skilled workforce, particularly those who have been released from the energy sector, to continue to live, work and contribute to the vitality of our community.

Finally, creating a campaign that encourages people and businesses to choose local businesses and suppliers will help create a common purpose to support businesses during these challenging economic times. This entire program needs to be wrapped in a story that showcases the opportunities in Calgary, enables ambassadors from Calgary to tell that story, and invites companies and investors to be a part of the energy in Calgary, and equally important, defines what is meant by energy in our city.

We believe in Calgary Economic Development's leadership in developing this plan and we look forward to working with them on several of their initiatives.

Sincerely,



Trent Edwards  
COO, Alberta

cc: City Clerk, City of Calgary  
Mary Moran, President & CEO, Calgary Economic Development  
Steve Allan, Board Chair, Calgary Economic Development



**Birchcliff Energy Ltd.**

Suite 500, 630 - 4th Avenue SW

Calgary, Alberta T2P 0J9

Phone: 403.261.6401

Fax: 403.261.6424

February 12, 2016

Office of the Mayor  
City of Calgary  
City of Calgary  
P.O. Box 2100, Station M  
Calgary, Alberta T2P 2M5

Attn: Mayor Nenshi  
All Ward Councillors

Dear Mayor Nenshi & Councillor Sutherland:

On behalf of Birchcliff Energy Ltd, it is my pleasure to offer this letter as support of the first Administrative Recommendation to approve a one-time increase to operating budget program #449 of \$7million.

The Calgary Economic Development plan to retain talent and accelerate diversification in our local economy will provide much needed support for both the business community and our citizens.

Attracting new head offices and more businesses is always welcome throughout the city, but especially in our downtown core. In addition, positioning Calgary as a global talent hub will enable our highly skilled workforce, particularly those who have been released from the energy sector, to continue to live, work and contribute to the vitality of our community.

While Calgary's economy has been diversifying over the past decade, this current downturn only showcases how much further we have to go. By accelerating this process to high potential industries like logistics, agri-business, creative industries, renewables and creating a culture of innovation across all sectors, Calgary will be stronger and more stable in future economic cycles.

Innovation is taking place in Calgary. Building an innovation movement takes time and coordination. No large Canadian city is doing this well. Too often the focus is on a single incubator or accelerator when what is required is a focus on policy, programs, places and people throughout the city. We applaud Calgary Economic Development for bringing together leaders in innovation to build a collaborative movement to spur innovation and diversify our economy.

Creating a campaign within that encourages people and businesses to choose local businesses and suppliers will help create a common purpose to support businesses during these challenging economic times.



This entire program needs to be wrapped in a story that showcases the opportunities in Calgary, enable ambassadors from Calgary to that story, and invites companies and investors to be a part of the energy in Calgary, and equally important, defines what is meant by energy in our city.

We believe that Calgary Economic Development's leadership in developing this plan and look forward to working with them on several of their initiatives.

Sincerely,

A handwritten signature in black ink, appearing to read 'C. Carlsen', with a long horizontal stroke extending to the right.

Christopher Carlsen, Vice President Engineering

cc: City Clerk, City of Calgary  
Mary Moran, President & CEO, Calgary Economic Development  
Steve Allan, Board Chair, Calgary Economic Development

*Robert T. Booth, Q.C.*  
4500, 855 – 2<sup>nd</sup> Street SW,  
Calgary, Alberta T2P 4K7

February 12, 2016

Office of the Mayor  
City of Calgary  
P.O. Box 2100, Station M  
Calgary, AB T2P 2M5

Attn: Mayor Nenshi  
All Ward Councillors

Dear Mayor Nenshi & Councillor Sutherland:

I am writing to express my support of Calgary Economic Development's plan to retain talent and accelerate diversification in our local economy in order to provide the much needed support for both the business community and our citizens.

Having practiced business law for 38 years in Calgary I have witnessed the importance of attracting and retaining head offices and business leaders to our city and particularly in our downtown core. At this point in the economic cycle it is critical that Calgary remain a global talent hub and that we retain our highly skilled workforce, particularly those who have been released from the energy sector, to continue to live, work and contribute to the vitality of our community.

It is my pleasure to offer this letter as support of the first Administrative Recommendation to approve a one-time increase to operating budget program #449 of \$7million.

Sincerely,



Robert T. Booth, Q.C.

cc: City Clerk, City of Calgary  
Mary Moran, President & CEO, Calgary Economic Development  
Steve Allan, Board Chair, Calgary Economic Development



February 8, 2016

Office of the Mayor  
City of Calgary  
P.O. Box 2100, Station M  
Calgary, Alberta T2P 2M5

Attn: Mayor Nenshi  
All Ward Councillors

Dear Mayor Nenshi & Councillor Sutherland:

On behalf of Aspen Properties, it is my pleasure to offer this letter as support of the first Administrative Recommendation to approve a one-time increase to operating budget program #449 of \$7million.

While Calgary's economy has been diversifying over the past decade, this current downturn only showcases how much further we have to go. By accelerating this process to high potential industries like logistics, agri-business, creative industries, renewables and creating a culture of innovation across all sectors, Calgary should be stronger or more stable in future economic cycles.

The Calgary Economic Development plan to retain talent and accelerate diversification in our local economy will provide much needed support for both the business community and our citizens. Attracting new head offices and more businesses is always welcome throughout the city, but especially in our downtown core. In addition, positioning Calgary as a global talent hub could enable our highly skilled workforce, particularly those who have been released from the energy sector, to continue to live, work and contribute to the vitality of our community.

Finally, creating a campaign that encourages people and businesses to choose local businesses and suppliers will help create a common purpose to support businesses during these challenging economic times. This entire program needs to be wrapped in a story that showcases the opportunities in Calgary, enables ambassadors from Calgary to tell that story, and invites companies and investors to be a part of the energy in Calgary, and equally important, defines what is meant by energy in our city.

We believe in Calgary Economic Development's leadership in developing this plan and we look forward to working with them on several of their initiatives.

Sincerely,

A handwritten signature in dark ink, appearing to read "R. Scott Hutcheson".

R. Scott Hutcheson  
Executive Chairman of the Board

cc: City Clerk, City of Calgary  
Mary Moran, President & CEO, Calgary Economic Development  
Steve Allan, Board Chair, Calgary Economic Development

# AGILERECRUITING

## IMPROVING YOUR POSITION

Suite 110, 602 12 Ave SW  
Calgary, AB T2R 1J3  
t. 403.237.0916

February 16<sup>th</sup> 2016

Re: Calgary Economic Development Global Talent Hub Request

Attention: Major Nenshi and All Ward Counsellors

Like many Calgarians I am not originally from here, but I chose to settle in Calgary and build a life. It's positive energy, can do attitude, coupled with it's young dynamic workforce has allowed people to spread their wings and achieve success that would be almost impossible elsewhere. There are no barriers to entry in this city so opportunity is open to everybody if you want to reach out and grab it.

The last 15 years have been an amazing ride. However as a society I worry we have had our heads buried in the Oilsands for too long and the lack of an overarching vision on how to diversify this city's economy has put us way behind the eight ball.

Our greatest asset is our people and Calgary has one of the most educated and skilled workforce's in Canada. With the massive layoffs in some key industries we run the risk of a major brain drain that could be felt for years to come unless we find a way to stem the flow of people out of this province.

I fully support the initiative that Calgary Economic Development in conjunction with WORKshift is undertaking, namely to unlock opportunities that exist internationally and encourage countries to consider outsourcing Engineering and IT work to remote teams based here in Calgary. The economics have never made more sense and with this massive pool of talent that exists it's a no brainer. It will put people back to work and keep them here where they want to be, enjoying all the trappings that this great city and surrounding area has to offer.

Remote work is becoming increasingly common and is opening the global talent pool to employers and allows people to work for anyone, anywhere without having to physically move. We are not trying to create a new market it's already here. The world has been here for 10 years and we need to jump on that bandwagon. I fully support CED/WORKshift's request for funds to aggressively market this concept internationally.

Time is of the essence and we do not have time to debate whether it's a good idea or not. That question was answered years ago. It's more about understanding the talent pool available to us today and where the opportunities are and how best to market to them. Everyday we wait more talented

individuals loose their jobs and leave this city. Oil and Gas will be an important part of this economy for many years to come, but it is time that Calgary became known as a centre of excellence in other sectors and leveraging the remote talent pool is a quick and effective way of doing that. I applaud CED/WORKshift's for this creative initiative and hope the city fully supports it.

Thanks

Alistair



President of Agile Recruiting

Agile Recruiting | 110, 602 12th Ave SW | Tel: (403) 237 6520 | Cell: (403) 803 0417 | Fax: (403) 910 1078

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Improving your position



CALGARY FARGO GUELPH KANSAS CITY SACRAMENTO ST. LOUIS

February 10, 2016

Office of the Mayor  
City of Calgary  
City of Calgary  
P.O. Box 2100, Station M  
Calgary, Alberta T2P 2M5

Attn: Mayor Nenshi  
All Ward Councillors

Dear Mayor Nenshi & Councillor Sutherland:

RE: Letter of Support – Resiliency Fund – Calgary Economic Development

It is my pleasure to offer this letter as support to approve a one-time increase to the Calgary Economic Development operating budget program of \$7million.

Diversifying Calgary's economy is very important and I am delighted that a portion of this increased funding will be devoted to accelerating the agri-food industry.

AdFarm is a respected leader in the agricultural marketing industry. Headquartered in Calgary, and with offices throughout North America, we provide marketing and communication services to many of the largest and most respected global agriculture and food brands as well as many smaller, emerging and entrepreneurial enterprises.

The agri-food industry is a growth industry with good short and long-term potential. In a world where food, food quality, food safety and food security are increasingly important, Alberta and Calgary have an opportunity to play a much more significant role. Calgary and its surrounding region have many of the building blocks for significant sustainable growth and job creation. Having Calgary Economic Development and the City of Calgary devote additional resources and attention to the agri-food industry is certainly a decision AdFarm and our clients strongly support.

We believe that Calgary Economic Development's leadership in developing this plan is needed and we look forward to working with them on several of their initiatives.

Sincerely,

A blue ink signature of Kim K. McConnell, written in a cursive style.

Kim K. McConnell  
Founder

cc: City Clerk, City of Calgary  
Mary Moran, President & CEO, Calgary Economic Development  
Steve Allan, Board Chair, Calgary Economic Development



February 8, 2016

Office of the Mayor  
City of Calgary  
P.O. Box 2100, Station M  
Calgary, Alberta T2P 2M5

Attn: Mayor Nenshi, All Councillors.  
RE: PFC2016-0081 Resiliency fund for Calgary Economic Development

Dear Mayor Nenshi & Councillors.

On behalf of the Victoria Park Business Revitalization Zone, I would like to offer this letter as support of the first Administrative Recommendation number 1, PFC2016-0081 to approve a one-time increase to operating budget program #449 of \$7million from the Resiliency fund for Calgary Economic Development over a 3-year period.

The Calgary Economic Development *Opportunity Calgary* plan to attract, retain talent and accelerate diversification in our local economy will provide much needed support for both the business community and our citizens during this shift in the economic environment.

Attracting new office centres and more businesses is always welcomed throughout the city, but especially in the Centre City. In addition, positioning Calgary as a global talent hub will enable our highly skilled workforce, particularly those who have been released from the energy sector, to continue to live, work and contribute to the vitality of our community.

While Calgary's economy has been slowly diversifying over the past decade, this current downturn only showcases how much further we have to go. By accelerating this process with more aggressive take to market action plans in high potential industries such as logistics, agri-business, creative industries, renewables, Calgary will be stronger and more stable in future economic cycles.

This entire *Opportunity Calgary* program needs to be wrapped in an intensified integrated marketing campaign that highlights the counter-cyclical opportunities in the energy and real estate industries and showcases the diversity of opportunities Calgary has to offer. It will be a call to action to invite investors and business to be a part of the innovative and entrepreneurial energy here in Calgary. It will also support the education of Canadians about the drive for Calgary, Alberta and Canada to have a socially, environmental and economically sustainable economic system.

I personally have had multiple discussions with American companies doing due diligence and reconnaissance work in the Calgary area. A common theme is the recognition of the outstanding value we currently offer and how can that be capitalized on, short, medium and long term. Unfortunately there is currently no unified messaging to give. In addition, as we realized after the flood of 2013, reminding people of the options and opportunities that are available locally does yield significant benefit to the local economy.

Sincerely,



David Low  
Executive Director  
Victoria Park Business Improvement Area

cc: City Clerk, City of Calgary  
Mary Moran, President & CEO, Calgary Economic Development  
Steve Allan, Board Chair, Calgary Economic Development

Calgary Economic Development's  
collaborative energy **makes us a  
conduit, connector, catalyst and  
storyteller for Calgary.**

February 2016

Dear Mayor Nenshi and Members of Council:

I am writing in support of Council's consideration of establishing an Opportunity Fund in the amount of \$7 million to be administered by Calgary Economic Development.

I was honoured to be appointed nearly three years ago, as Chair of the Project Advisory Committee for the Refresh of Calgary's Economic Strategy. This appointment came as the Calgary Poverty Reduction Initiative, which I co-chaired, was preparing its final recommendations. I didn't realize it at the time, but it soon became abundantly clear how closely connected and intertwined these two initiatives were and continue to be. As you are aware, one of the significant differences between the 2008 Strategy and *Building on our Energy*, which was approved by Council in December of 2014, is the significant focus on People and Community Energy in the refreshed strategy.

I was subsequently asked by The Mayor and Council to assume the role of Chair of Calgary Economic Development in May of 2014. I was honoured to be considered for this role and delighted to accept.

Since my appointment as Chair, there have been enormous changes at CED and unfortunately, also significant shifts in Calgary's economy.

Mary Moran was appointed President & CEO in June of 2015, and has been working tirelessly since that time to build her team and focus the organization to become fully aligned in order to execute the *Building on our Energy* Strategy.

In this same time frame, we have had new governments at both the provincial and federal level and a deteriorating economy.

On the positive side, we have improved relations with the City at both the administrative and political level. Jeff Fielding has joined our Board, and Jeff and the members of his Administrative Leadership Team sit on the Leadership Implementation Team for the Economic Strategy, as does Chima Nkenderim.

We have reached out to the Provincial Government and have established strong ties with the new Economic Development & Trade Ministry. They have embraced the Economic Strategy and see it as a perfect framework for advancing our economy in these difficult times. The Minister and his Deputy have been involved in helping to frame the Economic Summit scheduled for February 25<sup>th</sup> and both will be attending and will play an active role.

We have also made initial inroads with the new Federal Government through Minister Kent Hehr and look forward to further strengthening economic development connections with him and his colleagues.

Community and business leaders have been reaching out to us with their concerns about the economy and suggestions for a path forward. We have shared the pillars of the Economic Strategy with them, and it has been unanimously agreed that the Strategy provides a perfect framework for dealing with the challenges we face.

When we were presenting our annual report to the Priorities & Finance Committee in December of 2015, many of the above observations were made. In addition, I advised that our resources were stretched very thin. Our budget is such that despite our best efforts we cannot take on additional tasks that our governments, the community and businesses would like us to. We obtain some of our funding from the private sector and as you can imagine, those funds are under great pressure in the current environment. The question is also being raised as to whether it is even appropriate for a government agency to be competing for funding from businesses with other not-for-profits.

I believe the initiatives outlined in the Opportunity Fund proposal are appropriate. They are not new initiatives. They are, in fact, elements of the *Building on our Energy Strategy*. The \$7 million in new funding will help us to accelerate these elements of the Strategy.

Each of the initiatives is important. There has, however, been some confusion regarding the Innovation initiative and questions as to why Calgary Economic Development would take the lead with this. This will in fact be a collaboration between Innovate Calgary, the Calgary Chamber of Commerce and ourselves. As you are aware, all of the Actions contained in the Strategy require collaboration among various agencies, not for profits and business. If we are to truly up our game to create an Innovation culture in Calgary we need all hands on deck. We need to connect those who are doing good work in Calgary with one another; we need to build better bridges between post-secondaries and business; we need to identify funding sources; we need to improve governance processes and simplify regulatory regimes. This is innovation in the broadest sense of the word and we need to try to get buy in from governments, business and community organizations, if we are to succeed.

I believe one of the most important things for any organization is strong governance and I have tried to focus on ensuring sound governance practices at every organization with which I have been involved. I think we had good governance practices at Calgary Economic Development when I joined the organization but to me it is a matter of continuous improvement. We have added some strong members to our board and I believe we have a strong, capable and engaged board of directors.

We are committed to ensuring there will be strong and appropriate accountability for the funds entrusted with us through the Opportunity Fund.

I am sorry I will be unable to attend the Council meeting on February 22<sup>nd</sup> as I will be out of the country. I thank you for the confidence you have placed in me and in Calgary Economic

Development in the past and I assure you we will steward these funds appropriately and effectively.

While our economic conditions are extremely challenging, they also present opportunities for us and it is incumbent on us to work with you, your provincial colleagues, and Calgary business and community leaders to chart the path forward within the framework of the Building on our Energy Strategy.

Thank you very much for your consideration of the Opportunity Fund proposal.

Yours truly,

A handwritten signature in black ink, appearing to read 'J. Allan', with a stylized, flowing script.

J. Steve Allan  
Chair of the Board





Office of the Mayor  
City of Calgary  
City of Calgary  
P.O. Box 2100, Station M  
Calgary, Alberta T2P 2M5

Attn: Mayor Nenshi  
All Ward Councilors

Dear Mayor Nenshi & Councilors:

The Kensington Business Revitalization Zone (BRZ) is pleased to offer this letter as support of the first Administrative Recommendation to approve a one-time increase to operating budget program #449 of \$7million from the Resiliency fund for Calgary Economic Development over a 3-year period.

The Calgary Economic Development *Opportunity Calgary* plan to retain talent and accelerate diversification in our local economy will provide much needed support for both the business community and our citizens during this dramatic economic downturn.

The Kensington BRZ welcomes this initiative to support confidence in Calgary's resiliency and adaptability both locally and elsewhere. Calgarians are familiar with bust as well as boom and we know how to hunker down and 'get 'er done! Showcasing Calgary's spirit and strength as we did after the flood not only helps Calgarians feel positive but also reminds the rest of the world that we are not dismayed nor bowed and that this city will rise again, and soon. CED's proposed campaign will provide that encouragement that we are all in this together and remind everyone to help each other and to help the local businesses.

Attracting more businesses is always welcomed throughout the city, but especially in our downtown core and in dense BRZ business districts. In addition, positioning Calgary as a global talent hub will enable our highly skilled workforce, particularly those who have been released from the energy sector, to continue to live, work and contribute to the vitality of our community.

While Calgary's economy has been slowly diversifying over the past decade, this current downturn only showcases how much further we have to go. By accelerating this process with more aggressive take to market action plans in high potential industries such as logistics, agri-business, creative industries, renewables, Calgary will be stronger and more stable in future economic cycles.

This entire *Opportunity Calgary* program needs to be wrapped in an intensified integrated marketing campaign that highlights the counter-cyclical opportunities in the energy and real estate industries, supports energy and pipeline advocacy, and showcases the non-energy opportunities. It will be a call to action to invite investors and business to be a part of the innovative and entrepreneurial energy here in Calgary. It will also support the education of Canadians about the drive for Calgary, Alberta and Canada

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## OUTSIDE OF THE ORDINARY

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Address 1118 Kensington Road NW Calgary, Alberta T2N 3P1 | Phone 403.283.4810 | Email [kensingtonbrz@shaw.ca](mailto:kensingtonbrz@shaw.ca) | Web [VisitKensington.com](http://VisitKensington.com)

 KensingtonCalgary  @KensingtonYYC



to have a socially, environmental and economically healthy industry. Countering negative perceptions about opportunities to work and do business in Calgary is critical right now.

When the City Manager's mother is calling from Ontario concerned for his job it is clear Calgary needs to get to work countering the perception that Calgary is on the ropes.

To deal with challenges here at home, CED's proposed local campaign will encourage people and businesses to choose local businesses and suppliers.

The "We Are Open" campaign and the relationships built among the members of the Business Flood Recovery Task Force in 2013 continue to bring value and support to all our organizations. Building on these collaborative relationships and once again appealing to Calgarians to shop local and to support small business is a great use of city funds. Reminding both Calgarians and non-Calgarians what a great City this is to live and work in by showcasing local businesses and great neighbourhoods is the route forward to returning confidence in our City.

The Kensington BRZ is confident that Calgary Economic Development's leadership and collaboration with many other civic partners, like the BRZs, will have both short, mid and longer term impacts for our city's economy. We look forward to working again with CED.

Sincerely,

*Annie*

Annie MacInnis  
Executive Director  
Kensington Business Revitalization Zone (BRZ)  
1118 Kensington Road NW  
Calgary, AB, T2N 3P1  
kensingtonbrz@shaw.ca  
403-969-3216

cc: City Clerk, City of Calgary  
Mary Moran, President & CEO, Calgary Economic Development  
Steve Allan, Board Chair, Calgary Economic Development

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OUTSIDE OF THE ORDINARY

Address 1118 Kensington Road NW Calgary, Alberta T2N 3P1 | Phone 403.283.4810 | Email [kensingtonbrz@shaw.ca](mailto:kensingtonbrz@shaw.ca) | Web [VisitKensington.com](http://VisitKensington.com)

 KensingtonCalgary  @KensingtonYYC



February 18, 2016

Office of the Mayor  
City of Calgary  
P.O. Box 2100, Station M  
Calgary, Alberta T2P 2M5

Attn: Mayor Nenshi  
All Ward Councillors

Dear Mayor Nenshi & Councillor Sutherland:

On behalf of JRSB Logistics Consulting Ltd and as a board member of the Calgary Logistics Council, it is my pleasure to offer this letter as support of the first Administrative Recommendation to approve a one-time increase to operating budget program #449 of \$7million.

While Calgary's economy has been diversifying over the past decade, this current downturn only showcases how much further we have to go. By accelerating this process to high potential industries like logistics, agri-business, creative industries, renewables and creating a culture of innovation across all sectors, Calgary will be stronger and more stable in future economic cycles.

Calgary is the transportation and logistics hub for western Canada. Calgary Economic Development has already partnered with the Calgary Regional Partnership and the Calgary Logistics Council to have Calgary designated as a Foreign Trade Zone and to market the region as an Inland Port. Of all sectors, the transportation and logistics sector is poised for immediate growth. We encourage you to support Calgary Economic Development's initiatives to immediately enhance business development activities that will attract investment and jobs to our region.

The Calgary Economic Development plan to retain talent and accelerate diversification in our local economy will provide much needed support for both the business community and our citizens. Attracting new head offices and more businesses is always welcome throughout the city, but especially in our downtown core. In addition, positioning Calgary as a global talent hub will enable our highly skilled workforce, particularly those who have been released from the energy sector, to continue to live, work and contribute to the vitality of our community.

Finally, creating a campaign that encourages people and businesses to choose local businesses and suppliers will help create a common purpose to support businesses during these challenging economic times. This entire program needs to be wrapped in a story that showcases the opportunities in Calgary, enables ambassadors from Calgary to tell that story, and invites companies and investors to be a part of the energy in Calgary, and equally important, defines what is meant by energy in our city.

We believe in Calgary Economic Development's leadership in developing this plan and we look forward to working with them on several of their initiatives.

Sincerely,

**Jim Brown**

**General Manager**

**JRSB Logistics Consulting Ltd.**

cc: City Clerk, City of Calgary  
Mary Moran, President & CEO, Calgary Economic Development  
Steve Allan, Board Chair, Calgary Economic Development



February 11, 2016

Office of the Mayor  
City of Calgary

Attn: Mayor Nenshi  
All Ward Councillors

Dear Mayor Nenshi & Councillor Sutherland:

On behalf of Dow AgroSciences Canada, I would like to offer my support of the first Administrative Recommendation to approve a one-time increase to operating budget program #449 of \$7million.

The Calgary Economic Development plan to retain talent and accelerate diversification in our local economy will provide much needed support for both the business community and our citizens. While Calgary's economy has been diversifying over the past decade, this current downturn only showcases how much further we have to go. By accelerating this process to innovative, high potential industries like logistics, agribusiness, creative industries and renewable, Calgary will be stronger and more stable in future economic cycles.

Alberta has world class agricultural resources. Our industry has largely worked in a siloed manner with different commodity groups handling their own marketing. Growing the value added component of the sector requires coordination and business development support. Calgary Economic Development is engaging in Agribusiness at our request and we encourage you to provide the support needed to build the value added component of the industry and diversify our economy.

Additionally, creating a campaign that encourages people and businesses to choose local businesses and suppliers will help create a common purpose to support businesses during these challenging economic times.

We believe in Calgary Economic Development's leadership in developing this plan and look forward to working with you on your initiatives.

Sincerely,

A handwritten signature in blue ink, appearing to read "Brad Orr".

Brad Orr  
President/CEO Dow AgroSciences Canada  
Office: (403) 735-8863 Mobile: (403) 998-1064