

**CALGARY TECHNOLOGIES INC. (Platform Calgary)**

**Vision:** Building shared prosperity by making Calgary a global hub for startups and innovation.

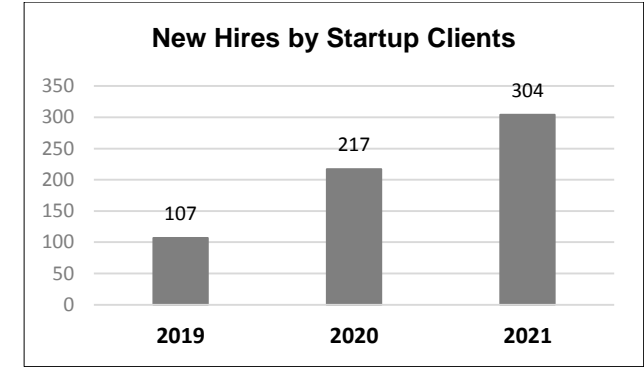
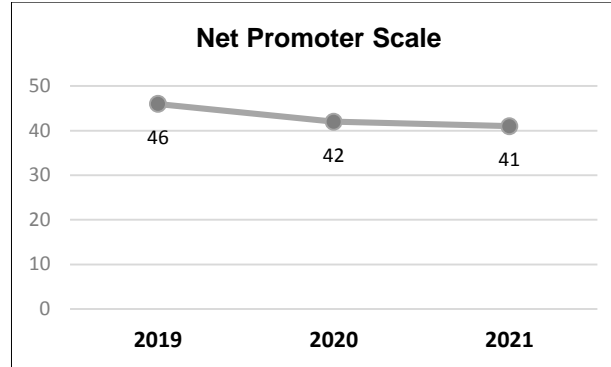
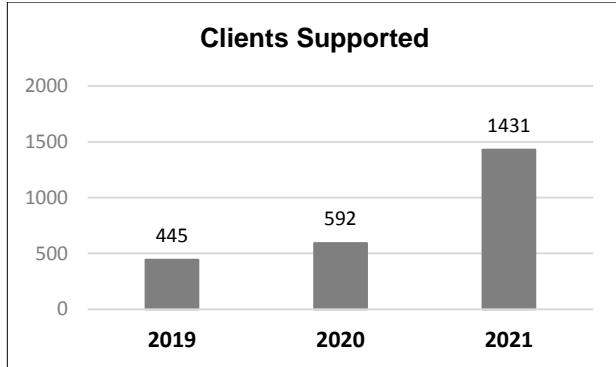
**Mission:** Empowering people building the next economy.

**One Calgary Line of Service: Economic Development and Tourism**

**2021 City Investment**

**Operating Grant:** \$1,448,657

**2021 Results**



**The story behind the numbers**

- With COVID-19 public health measures in 2021, almost all program were delivered virtually, allowing the expansion of client volume and geographic reach.
- The net promoter score stayed flat despite a significant increase in volume of clients served, with almost 100 per cent virtual delivery. The score measures a client’s experiences and their level of satisfaction with Platform Calgary’s programs and services.
- New hires data collected through an Annual Client Survey had an increased number of respondents in 2021 compared to 2020 and 2019.

**Impact of COVID-19**

Continued to deliver most programs online. Occupancy and opening of the new Platform Innovation Centre was delayed, with the full public opening anticipated later in 2022. COVID-19 led to reduced fundraising revenue, supply chain issues related to construction, shifting timelines that impacted implementing a new business model, and challenges hiring and retaining staff.

**Advancing Equity, Diversity and Inclusion**

Engaged a consultant to conduct an equity, diversity and inclusion (EDI) audit and provide recommendations for a new Strategic Plan. Built EDI provisions into the governance model for a new program, Alberta Catalyzer, to be delivered in partnership with Innovate Edmonton. Staff participated in Land Acknowledgement training to increase their knowledge and understanding of Indigenous issues.



**STRUCTURE**

**1. Vision, Mission and Mandate:**

Mission: Empowering people building the next economy.

Vision: Building shared prosperity by making Calgary a global hub for startups and innovation.

A key strategic goal is to 10x the rate of startup creation and scaling to triple the economic impact of tech in Calgary by 2031.

**2021 RESULTS**

**2. What key results did your organization achieve in 2021 that contributed to one or more of the [One Calgary Citizen Priorities](#), or contributed to Council-approved strategies such as *Calgary in the New Economy: An economic strategy for Calgary*, *Calgary Heritage Strategy*, *Cultural Plan for Calgary*, *Corporate Affordable Housing Strategy*, or other strategy.**

In support of the citizen priority “A Prosperous City” and the strategy “Calgary in the New Economy”, Platform Calgary delivered services to 1431 (=924 + 507 Startup Essentials) program clients in 2021. On top of these, at the Alastair Ross Technology Centre (ARTC), we housed 68 companies until the ARTC was sold to UCalgary on Aug30, 2021. These clients – founders, startups, and established companies – started and grew companies in Calgary that resulted in jobs and increased GDP.

In support of the citizen priority “A Healthy and Green City”, Platform Calgary, with our partner Foresight Cleantech Accelerator, helped cleantech startups advance their business. In 2021, 46 clean tech companies were supported (included in the above program client count).

**3. Using the chart below, please report your 2021 performance measures that demonstrate: how much you did, how well you did it, and how Calgarians are better off.**

	Performance Measure Name	2019 results	2020 results	2021 results *includes Startup Calgary	What story does this measure tell about your work?
<b>How much did you do?</b>	Number of clients served incl. INC members	445	592	1431	Demand for Platform Calgary’s entrepreneur and venture development programs continues to grow. COVID-19 public health measures were such that nearly all

					program clients were served virtually (e.g. over Zoom), thereby allowing us to expand client volume and our geographic reach.
<b>How well did you do it?</b>	NPS score	46	42	41	Platform Calgary's net promoter score is relatively flat despite significantly increasing volume of clients served, and nearly 100% virtual delivery. The loss of face to face interaction with clients did not significantly degrade client satisfaction.
<b>How are Calgarians better off?</b>	New Hires (responding clients)	107	217	304	New Hires data is extracted from our Annual Client Survey of which there were 62 respondents in 2019, 50 in 2020, and 71 in 2021.
	New Hires per responding client (average)	1.7	4.3	4.3	Average new hires per responding client has trended flat since 2020 despite the significant growth in client volume.

**4. Briefly describe the any key impacts of COVID-19 on your operations in 2021.**

COVID-19 public health measures changed with the various waves of the pandemic. Platform Calgary staff, our partners, program clients, and ARTC tenants usually worked from home. Our programs were mostly delivered remotely.

The new Platform Innovation Centre in the East Village was granted an occupancy permit for the first of two floors on September 2021, at which time the Platform Calgary team moved in. This partial occupancy was granted 6 months later than our initial plans for full occupancy and grand opening. Although we were able to keep tight control over project costs, the building's anticipated "full opening" date has pushed later into 2022, and still suffers from ongoing challenges with the supply chain. Key impacts can be summarized as follows:

1. Dampened enthusiasm for fundraising vs feasibility studies conducted in 2019. The project is likely to carry a mortgage, despite contributions from government and the private sector.
2. Due to supply chain uncertainty, our planned opening date has moved more than once. Employee morale and the ability to maintain momentum with our program partners, has suffered. We are actively managing employee health and wellness to avoid burnout and mitigate stress.
3. Opening delays have caused us to expend more of our operating reserves than planned, prior to our ability to begin generating new sources of revenue through a new business model at the Platform Innovation Centre. We had always planned for approximately 36

months of “ramp up” time to convert to the new sustainable model, but will have to alter plans to move faster through the ramp period, or find alternate sources of ramp up funding.

4. Inflation and changes in the job market have made it challenging to hire and retain staff at our target non-profit salary ranges. Our team is highly mission driven, allowing us to mitigate some of these effects, but program expansion and our ability to operate our new model have been slowed due to recruitment and turnover.

**5. Briefly describe any quality improvement changes or operational efficiencies your organization was able to achieve in 2021.**

The most significant operational efficiency improvement in 2021 was our ability to mount more programming cohorts and serve more clients in those cohorts virtually (e.g. via Zoom) or a few times via hybrid operation.

We undertook an organization structure change in late 2021 to foster a stronger focus on revenue generation and program execution.

**6. Did your organization implement any strategies or approaches in 2021 that supported racial equity in the delivery of programs or services?**

1. Platform Calgary worked with a consultant to audit and build recommendations to guide a diversity, equity and inclusion strategy for the organization. This work is ongoing and will be fully reflected in our upcoming strategic plan.
2. The Platform Calgary team undertook professional development through participation in Land Acknowledgement Training offered by The Calgary Foundation.
3. Platform Calgary’s partner network includes several organizations that promote diversity, equity and inclusion. These organizations will be supported by and integrated into the Platform Innovation Centre’s community.

**7. Did your organization implement any further changes to strategies, programs or services in 2021 to address equity, diversity or inclusion?**

In 2021, we included DEI provisions as part of the governance council for a new program we proposed jointly with Innovate Edmonton, in response to Alberta Innovates Scaleup Growth Acceleration Program RFP. The governance council explicitly calls for council members to come from underrepresented communities (e.g. women, BIPOC, and indigenous) to ensure that founders from those underrepresented communities would be treated equally based on merit by the program.

Our proposed program, called “Alberta Catalyzer”, was accepted and started operations in January 2022. Results from it will be included in the 2022 civic partner report, including DEI related results.

**8. Briefly describe how your organization worked in partnership with other community, private or public organizations to achieve shared results for Calgary and Calgarians in 2021.**

Platform Calgary’s guiding principles start with “Collaborate First”. Some examples of collaborations and partnerships with multiple organizations, all in support of “A Prosperous City” and “Calgary in the New Economy”, are listed here.

- As of January 2021, Startup Calgary (formerly a team within CED) merged with Platform Calgary while maintaining the Startup Calgary brand. This merger was the culmination of many years of collaboration between these two organizations.
- In 2021, we continued multi-year collaboration with CED on implementation of Calgary in the New Economy, especially the Innovation Pillar.
- The activation of the Platform Innovation Centre will be key to enabling a large volume of collisions and collaborations between tech startups, investors, talent, and industry. The Platform Innovation Centre is a public facility that will be shared with 78+ partners. It is not just the home for Platform Calgary but the home of the tech startup ecosystem for the whole city.
- Platform Calgary was the founding organization in 2016 of the Calgary Innovation Coalition (CIC), now grown to 45 organizations in Calgary, 36 of which (and counting) are part of the 78 partners recruited to date into the centre. The CIC and its 45 organizations adopted Platform Calgary’s strategic goal of tripling the economic impact of the tech sector by 2031, and collaborate to achieve that strategic goal, with Platform Calgary playing a major support role in the coalition.
- Platform Calgary continues to promote the usage of the Strategic Doing agile project management process across multiple organizations in Alberta, to leverage investment in this methodology made in 2020 with the generous support of Alberta Innovates.
- Platform Calgary is a project lead on “Strengthening the Alberta Innovation Network” across 8 regional innovation networks in Alberta.
- Platform Calgary and Innovate Edmonton partnered with multiple organizations in Alberta to propose a pan Alberta pre Accelerator which was awarded as part of an RFP by Alberta Innovates in 2021. Operations of the pre accelerator started January 2022.
- In November 2021, the Government of Alberta and Platform Calgary co-hosted HackIT.AB, a new digital innovation hackathon.

**RESOURCES**

9. **Please estimate how The City’s operating funding was allocated in 2021. Mark all areas that apply by approximate percentage.** *For example, 45% allocated to staffing costs, 10% to evaluation or research, etc.*

%	Advertising and promotion
%	Programs or services
%	Office supplies and expenses
%	Professional and consulting fees
<b>100%</b>	Staff compensation, development and training
%	Fund development
%	Purchased supplies and assets
%	Facility maintenance
%	Evaluation or Research

%	<i>Other, please name:</i>
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**10. Did volunteers support your operations in 2021? If yes: ADD**

<b>How many volunteers?</b>	56(VMSA)+ 6(Junction)+ 7(Board) = 69
<b>Estimated total hours provided by volunteers:</b>	1600(VMSA) + 121 (Junction)+ 210(Board) = 1931 person hours

**11. What resources or funding sources did your organization leverage to support operations in 2021?**

Platform Calgary continued to leverage the City of Calgary’s \$1.449M annual operating grant to secure Alberta Innovates funding by a factor of 1.8 to 1 in Fiscal Year 2021/22.

We also leveraged all public funds to generate \$84K worth of sponsorship and donations revenue from private individuals and corporations in 2021/22.

Platform Calgary is structured such that core operations include the ability to deliver base programming through our Academy and Acceleration teams, with scale and depth provided by our advisor network, enabling us to bring on volunteer and paid expertise on demand. For example, entrepreneur mentors volunteer their time towards the Venture Mentoring Service of Alberta (VMSA) managed by Platform Calgary. Their total volunteering hours are captured above.

**12. Did your organization receive any awards or recognition in 2021 that you want to highlight?**

N/A

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

Asset: N/A

- a) **Provide a summary of your organization’s 2021 capital work, including specific lifecycle/maintenance projects or capital projects.** N/A
- b) **What funding did your organization leverage to support capital activities in 2021?**  
N/A