

**CIVIC PARTNER 2022 ANNUAL REPORT SNAPSHOT- CALGARY ECONOMIC DEVELOPMENT LTD.**

**CALGARY ECONOMIC DEVELOPMENT LTD.**

**Mission:** To position Calgary for long-term economic success. We accomplish this through the expansion, retention, and attraction of companies, capital and talent, while delivering shareholder value to The City.

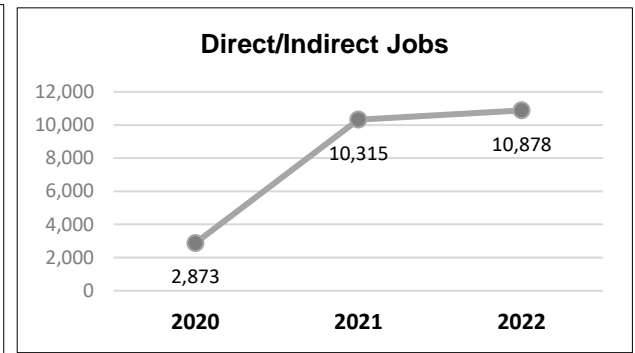
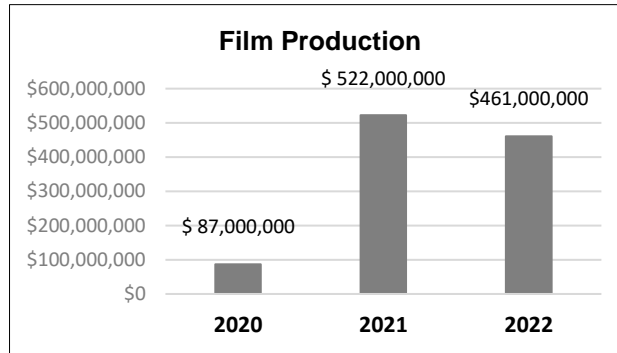
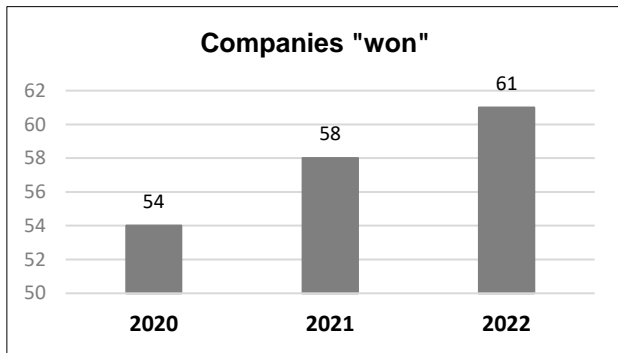
**One Calgary Line of Service: Economic Development and Tourism**

*Wholly Owned Subsidiary*

**2022 City Investment**

**Operating Grant: \$9,752,765**

**2022 Results:**



**The story behind the numbers**

- CED directly supported the attraction, retention and expansion of 61 companies (including those in film, TV, digital media and entertainment).
- There was \$461million in Film & TV production investment, with 144 productions and over 1,100 permits issued
- Perceptions of Calgary continue to improve as 90 per cent of surveyed business leaders have a positive impression of Calgary and 74 per cent say Calgary is quickly becoming a new hub for tech and innovation.
- Talent perceptions saw 72 per cent have a favourable impression of Calgary, 61 per cent saw Calgary as diverse and inclusive and a 12 per cent year over year increase in those who would consider relocating to Calgary.

**Addressing climate change**

OCIF announced it would provide up to \$500,000 to Avatar Innovations to help local leaders bring their energy transition solutions to life. Energy and Environment Business Development Manager Chris Brown was named to the 2022 fellows cohort of the Energy Futures Lab. The Alberta Sustainable Production Guide was created to assist the screen-based industry in Alberta's transition to an eco-friendly future.

**Advancing equity, diversity and inclusion; and racial equity**

CED drafted a Reconciliation Commitment Statement – included in the [2022 Annual Highlights](#) – and Reconciliation Action Plan. Forty-five per cent of EDGE UP participants were newcomers and immigrant professionals, 25 per cent were women. OCIF committed funding in 2022 focused on creating career opportunities for equity-deserving groups. The Trade Accelerator Program, led by CED, hosted the first Indigenous cohort in 2022. ASL interpretation and closed captioning was incorporated to New Economy LIVE events in 2022, and all CED events moving forward.

**CALGARY ECONOMIC DEVELOPMENT LTD.**  
**Civic Partner 2022 Annual Report****Civic Partner Name: Calgary Economic Development****Legal Structure:** City of Calgary Wholly Owned Subsidiary, Part 9 Company**Manage/operate a City-owned asset:** no**1. What is your organization's guiding mission or mandate?****Mission:**

Our mission is to position Calgary for long-term economic success. We accomplish this through the expansion, retention, and attraction of companies, capital and talent, while delivering shareholder value to the City of Calgary.

All our work is underpinned by Calgary's economic strategy, *Calgary in the New Economy*, with the vision for Calgary to be the place where bright minds and big ideas come together with an unmatched spirit to help solve global challenges.

**2. What top 3-5 key results did your organization achieve in 2022 that contributed to one or more of key City strategies or plans or [Citizen Priorities](#) (a prosperous city, a city of safe and inspiring neighbourhoods, a city that moves, a healthy and green city)?**

Calgary Economic Development (CED) stewards the development and implementation of *Calgary in the New Economy*, the economic roadmap created by the community for the community and unanimously approved by City Council in 2018.

All of CED's work advances priorities identified in *Calgary in the New Economy* towards a prosperous city for all Calgarians. In 2021 we pressure-tested the strategy with hundreds of Calgarians and in 2022 presented the pressure-tested strategy to City Council. We are confident the strategy is the right future-focused plan for Calgary after two years of pandemic and global economic challenges.

CED's focus on changing perceptions of Calgary in key tech markets showed significant results in 2022 and reinforced the importance of reputation and branding as integral parts of the economic strategy.

**Business Development:** Business attraction, retention and expansion is core to what we do at Calgary Economic Development. Our business development efforts elevate Calgary's reputation as a vibrant city with competitive advantages for companies to thrive. This was reflected in the numerous headline-making investment announcements by global firms and the record venture capital attracted to the city this year.

Calgary experienced its fifth record-breaking year in venture capital investment in 2022, with \$647 million invested through 64 deals. These investments in Calgary represent 89 per cent of all deals made in Alberta. Nationally, Calgary ranked the fourth highest city for venture capital investment.

Results reflect the collaborative business community in Calgary that differentiates it from other global cities. We work together with all orders of government, community partners and ecosystem supporters, including the international Trade Commissioner Service in priority markets, to drive company success.

We directly supported the attraction, retention and expansion of 23 companies (excluding film and TV) in the creation of more than 5,400 new jobs over the next three years. The average company investment size was 236 jobs per investment. Expansion of operations for companies with an existing presence in Calgary and Alberta accounted for 43 per cent of wins in our 2022 Balanced Scorecard.

The companies we supported absorbed more than 153,000 square feet of downtown office space, contributing to a total of more than 2.5 million square feet of commercial and industrial space filled in 2022 compared to 1.3 million square feet in 2021.

Through the Trade Accelerator Program, we work with local companies to explore new markets. With six cohorts in 2022, more than 300 alumni were able to secure a record of 38 trade deals in 2022.

**Opportunity Calgary Investment Fund (OCIF):** OCIF is a catalyst to attract investment, drive innovation and spur transformative economic development. Since its creation in 2018, OCIF is projected to spur up to \$900 million in economic activity— more than 11 times the return on funding committed.

In 2022, OCIF made impactful investments that responded to changing economic conditions. It focused investments to scale more local early-stage companies, strengthen the talent pipeline and position Calgary as a city where there is innovation and opportunity across industries.

The Board of Directors approved investments with Thin Air Labs Fund I, IBM, Avatar Innovations, Mphasis and Combine Venture Builders.

To date, OCIF has a diversified portfolio of 25 investments that supports achievement of the economic strategy, *Calgary in the New Economy*. These investments are forecast to support the creation or scaling of over 500 companies and absorb almost 575,000 square feet of office and commercial space.

In 2022, OCIF's investments to grow and develop Calgary's talent pipeline resulted in the creation of up to 995 direct jobs. In total, OCIF investments are forecast to support the creation and retention of more than 2,900 high-skill jobs and lead to nearly 2,700 individual tech training completions.

**Talent (EDGE UP 2.0 and Work Integrated Learning Program):** Led by Calgary Economic Development and funded by the Future Skills Centre and Government of Canada, the Energy to Digital Growth and Upskilling Program (EDGE UP) is one of Canada's largest collaborations between post-secondary institutions, national industry partners and government to help displaced talent from the energy sector pivot to opportunities in the new, digital economy.

It is delivered in partnership with the Information and Communications Technology Council (ICTC), University of Calgary Continuing Education, SAIT, Bow Valley College, Mount Royal University and Riipen.

In 2022, the EDGE UP 2.0 program introduced seven in-demand digital training streams, and Foundations of Digital Transformation training in addition to the previous Transition to Tech training.

The additional programming and over 400 hours of career support delivered in 2022 enabled 239 students to graduate from the program with skills to re-engage in the workforce through in-demand careers.

More than 100 employers and industry leaders were engaged through program consultations, speaking engagements, participation in over 20 events, hiring of the graduates and more. In 2022, over 170 participants completed a work-integrated learning experience. Since its inception in 2019, EDGE UP has enabled 350 work-integrated learning experiences for Calgarians.

Calgary Economic Development is a partner of the Work Integrated Learning (WIL) pilot project. The project was announced in 2022 with a \$2.9 million investment from the Future Skills Centre, a \$2.5 million investment from the Government of Alberta's Ministry of Advanced Education, and \$1.2 million investment from PrairiesCan.

The project will streamline the process for employers to share post-secondary student work opportunities including internships, co-ops, field placements, community service learning opportunities, projects and practicums. The first iteration of a centralized online placement portal is expected to launch in 2023.

The project is a collaborative partnership between Ambrose University, Alberta University of the Arts, Bow Valley College, Mount Royal University, SAIT, St. Mary's University, the University of Calgary, the Calgary Chamber of Commerce, the Calgary Chamber of Voluntary Organizations and Calgary Economic Development.

**Marketing, Reputation & Perceptions:** The Live Tech, Love Life integrated marketing program recorded strong results in its third year as our flagship talent attraction campaign. Building on success as a digital-first strategy, we reached our primary audience of mid-to-senior level tech professionals in key markets across Canada and the U.S. This included an always-on media buy across LinkedIn, YouTube and Instagram, along with website banner ads.

Rich storytelling highlighted Calgary's diverse, inclusive community of innovators, along with limitless opportunities in tech and unparalleled quality of life.

For a consistent level of awareness-building, advertising was complemented with shorter, hyper-targeted LinkedIn campaigns in the top 20 U.S. cities. We continue to leverage this strategy to reach talent affected by tech layoffs.

Calgary's ranking as the third most livable city in the world by the Economist Intelligence Unit was leveraged in campaigns after its announcement in June. A digital real estate campaign was launched to make Calgary top-of-mind for people house hunting in the comparatively more expensive markets of Toronto and Vancouver.

Dovetailing the Government of Alberta's "Alberta is Calling" campaign in Toronto, a streetcar was wrapped with Live Tech, Love Life branding along a major downtown route.

To attract business decision-makers as part of our sector marketing plan, we hosted Calgary companies on sponsored radio segments and ran spots on podcasts with global reach. The sector marketing plan highlighted various key sectors to demonstrate Calgary's diversifying economy: agribusiness, life sciences, transportation and logistics, technology, digital media and entertainment.

This was complemented by a YouTube campaign throughout the year, featuring sector videos and targeted campaigns around business development activations at conferences and events.

To reach Calgary talent, the local Live Tech, Love Life marketing campaign included billboards, transit and bus posters, along with print ads in Avenue Magazine. Interviews with senior leaders on CTV News, Global TV, Fairchild Radio, and a sponsorship of the Calgary NEXT show on QR770, drove awareness of Calgary Economic Development as a thought leader to the broader community.

Perceptions of Calgary are steadily on the rise in recent years. A strong, diversified economy, growing tech sector and quality of life have business leaders and employees in tech seeing the city as one of opportunity. In 2022, research firm Stone-Olafson surveyed over 1,800 business leaders and workers across ten markets in Canada, the U.S. and the U.K. Key findings include 90 per cent of business leaders surveyed holding a positive impression of Calgary, and almost three-quarters – 74 per cent – say Calgary is quickly becoming a new hub for tech and innovation.

**Creative Industries:** The economic impact of film and television production in the Calgary area reached \$461 million in 2022. Coming off a record-breaking year in 2021, the industry has rebounded from the

pandemic as improvements to the Government of Alberta's Film and Television Tax Credit continue to help attract larger productions to the city.

High-profile productions, including Fargo season 5, Fraggie Rock and The Last of Us, put Calgary on the map as a top global film location with award-winning crews, talent and spectacular urban and natural landscapes. In 2022, the number of jobs created in the sector reached 5,455. In the same year, another 146,300 square feet of commercial and industrial space was absorbed and converted into studio space for film, TV, digital media and entertainment.

Calgary Economic Development continued its close work with the City of Calgary on film-friendly initiatives and facilitated 144 projects and more than 1,100 filming permits in 2022.

The city is gaining international acclaim and made MovieMaker magazine's list of Top 10 Best Places to Live and Work as a Moviemaker in North America for the second consecutive year.

**3. Performance measures help demonstrate the return on The City's investment in a partner's operations. Please identify performance measures that reflect your organization's impact in 2022 (how much you did, how well you did it, and how the people you serve are better off).**

Please see our 2022 Balanced Scorecard in the subsequent question. Our scorecard represents our organizational performance measures, which evaluates our impact to the Calgary community, across sectors and programs, in the last year.

As a result of these performance measures, the people we serve, Calgarians, are better off in a number of ways. Economic development is about people. Job creation, talent retention and workforce development is a primary focus for CED to drive long-term prosperity for all Calgarians. We will directly create or retain greater than 10,000 jobs per year and spur further indirect jobs.

Talent attraction is another key element of CED's mandate to support growing local companies. Jobs in our fast-growing film and television sector represented approximately half our total jobs created in 2022.

Attraction and retention of leading companies in the priority sectors as identified in *Calgary in the New Economy* underpins all the work CED does to create a resilient economy.

When looking at the impact that attracting and expanding businesses has on our economy, we see significant financial impacts to our community. With record levels of venture capital investments, leading multinational companies choosing to make Calgary home, explosive growth in our tech and innovation ecosystem and the film and television investments we've secured, we estimate a returned value of investment dollar calculations to be approaching \$1 billion annually.

**4. What are examples of benchmarks your organization uses to evaluate and improve performance and operations, and increase your organization's impact?**

- a) Please provide examples of benchmarks, and how this information is being used to support continuous improvement.**
- b) Please indicate your current and targeted performance in comparison to these benchmarks**

Calgary Economic Development uses a Balanced Scorecard to structure our annual business plans, add greater ambition to corporate goals and measure progress in key areas of focus. Introduced in 2016, the

scorecard evolves to provide comprehensive reporting metrics and ensure delivery on our mandate. This scorecard demonstrates progress against benchmarks and informs corporate goals in subsequent years. Targets identified on this scorecard are reported internally on a quarterly basis to encourage continuous improvement in real time as well as year-over-year.

### Calgary Economic Development Balanced Scorecard

Business Plan Impacts	2020	2021	2022
<b>Strategic alliances</b>			
Non-core (other) revenue	\$2,824,299	\$3,882,263	\$5,101,766
Percentage of stakeholders aware of economic strategy	39%	66%	55%
Economic Strategy stakeholders agree positive progress is being made	64%	76%	70%
<b>Build a strong and recognizable brand</b>			
Favourable impressions of Calgary Economic Development	77%	85%	67%
Favourable impressions of Calgary by business leaders	N/A	89%	90%
Positive sentiment of media stories towards Calgary and the economy	97%	99%	99%
<b>Growing a skilled talent pool</b>			
Talent in other markets perceives Calgary as a place to build their career <i>*New</i>	N/A	N/A	58%
Talent in other markets perceives Calgary as diverse and inclusive <i>*New</i>	N/A	N/A	61%
Number of EDGE UP participants securing jobs or pursuing further training	N/A	52	103
Number of local companies engaged with CED in talent attraction initiatives	N/A	93	56
Number of local job postings supported from talent attraction initiatives <i>*New</i>	N/A	N/A	826
<b>Accelerating sector development and diversification</b>			
Companies attracted/retained/expanded (excluding film, television & digital media and entertainment)	43	30	23
Companies attracted/retained/expanded (film, television & digital media & entertainment)	11	28	38
Film, television production & Digital Media & Entertainment spend (millions)	\$87	\$522	\$461
Trade exports deals	16	34	38
Sustained jobs created/retained/expanded - all sectors (excluding film, television & digital media and entertainment)	1,224	5,330	5,423
Jobs created/retained/expanded (film, television & digital media and entertainment)	1,649	4,985	5,455
Downtown office space absorbed (square feet)	167,385	297,401	153,712
Other commercial/Industrial space absorbed (square feet) - all sectors (excluding film, television & digital media and entertainment)	90,670	570,167	2,200,250
Other commercial/Industrial space absorbed (square feet) (film, television & digital media and entertainment)	N/A	451,735	146,300
Total commercial/Industrial space absorbed (square feet)	258,055	1,319,303	2,500,262

#### 5. What key results or progress was achieved in 2022 that reflected your organization's changes to strategies, programs or services to better address equity, diversity or inclusion, or support racial equity?

CED is committed to fostering a culture of diversity and inclusion. We embrace and encourage differences in age, colour, disability, ethnicity, family or marital status, gender identity or expression, language, national origin, physical and mental ability, political affiliation, race, religion, sexual orientation, socio-economic status, veteran status, and other characteristics that make our employees unique.

Discrimination is not tolerated in any circumstances.

CED has policies to commit to the prevention and eradication, or, if that is not reasonably practicable, controlling the hazards of Workplace Violence, Harassment and Discrimination in the workplace in all its forms. Harassment or discrimination complaints are managed by a third-party provider, with an escalation process that includes Executive Management or the Board's Performance & Compensation Committee Chair & Board Chair.

CED's Equity, Diversity, Inclusion and Accessibility (EDIA) Strategic Plan was finalized in 2022, and over 20 staff volunteered to form the EDIA Committee and subsequent subcommittees.

Other areas of progress across CED include but are not limited to:

- Implementation is now well underway with over 10 key actions completed in 2022 including policy changes, demographic data collection and improvements to the recruitment processes.
- A Reconciliation Commitment Statement has been created and a Reconciliation Action Plan has been drafted that includes 4-year objectives and activities.
- The EDGE UP upskilling program confirmed that at least 45 per cent of participants were newcomers and immigrant professionals and 25 per cent were women.
- OCIF committed funding in 2022 focused on creating career opportunities for equity-deserving groups. Accessibility and inclusion will be foundational considerations in all future funding initiatives.
- CED reflects the diversity and vibrancy of Calgary through the voices we amplify, the images we use and the campaigns we launch. We ensure everyone feels reflected in our storytelling.
- CED continues to be a thought leader but also a conversation starter, providing a platform for equity deserving communities to be heard
- Our Life in Calgary Instagram is "takeover" based. This means we provide a platform for partners and community organizations to tell their stories via our channel and therefore help amplify their voices.
- In 2022, 12 equity-deserving creators took over the account throughout Black History Month, Asian History Month and Pride Month, generating 616,660 impressions. CED is continuing to expand this approach through 2023 with Indigenous History Month and more significant days included in our internal Intersectional Diversity Calendar. CED had over 2,200 pageviews from editorial content across our web platforms that recognizes significant cultural dates, encourages community engagement and participation.
- CED had over 15,000 impressions on content that recognizes key cultural dates within our diverse community on Twitter throughout the year.
- The Trade Accelerator Program, led by CED, hosted the first Indigenous cohort in 2022. We had nine companies from Alberta and four from Saskatchewan and Manitoba. Companies graduated with an actionable export plan and are engaged in our alumni ecosystem. CED is proud to support underrepresented and under supported entrepreneurs within our TAP cohorts with over 40 per cent of our cohort companies coming from these groups.
- The CED trade team was able to support Global Affairs Canada on their first ever Indigenous trade mission to Phoenix Arizona. Seventy-five per cent of the Indigenous businesses that participated from across Canada were graduated of TAP cohorts.
- The quarterly New Economy LIVE events showcase a range of diverse voices and perspectives in our community. In 2022, one of the events focused on the importance of healthy and accessible communities. ASL interpretation and closed captioning was incorporated to New Economy LIVE events in 2022, a practice that is ongoing for all CED events moving forward.

**6. What steps did your organization take in 2022 to advance any respective calls to action in the [Truth and Reconciliation Commission of Canada: Calls to Action](#) report or [The City's White Goose Flying Report](#)?**

In 2022 CED advanced the following Truth and Reconciliation Commission of Canada: Calls to Action and the White Goose Flying Reports Recommendations:

Call to Action #57 | Stream A: Public Awareness and Training (White Goose Flying Report):

- CED provided 10+ hours of Indigenous history and Reconciliation training for all CED staff throughout the year.
- CED recognized June 21 and September 30 through providing learning resources to all CED staff, including a Truth and Reconciliation Commission of Canada: Calls to Action booklet, and the opportunity to participate in two blanket exercises conducted by Elder Adrian Wolf Leg.

Call to Action #92| Stream L: Corporate Leadership (White Goose Flying Report):

- Drafted a Reconciliation Commitment Statement (included in our 2022 Annual Highlights) and Reconciliation Action Plan, supported by Rise Consulting Ltd.
- Conducted an Indigenous Trade Accelerator Program (TAP) cohort in 2022, with plans to conduct a second Indigenous cohort in 2023, in partnership with other Prairie region TAPs.
- Currently conducting an Indigenous Economic Contribution Study for the Treaty 7 Region, Metis Nation of Alberta Region 3 and urban Indigenous Peoples in Calgary in partnership with the City of Calgary's Indigenous Relations Office (IRO) and consultant MNP, to advance economic Reconciliation in the Calgary region; design and artwork for the research report will be by a Treaty 7 artist.
  - The Study release is expected in Q2, 2023;
  - The Study is intended to provide a quantitative benchmark of the economic contribution of Indigenous households, Governments/Nations, and businesses, complemented by qualitative case studies of Indigenous businesses and Governments;
  - The Study will include key data like population of Indigenous Peoples in Calgary and the Treaty 7 Region and average income compared to non-Indigenous Peoples;
  - The Study will include recommendations to remove systemic barriers to economic participation of Indigenous Peoples and businesses, to provide direction for the City of Calgary's IRO and CED.
- Sponsored and attended Workforce Forward and Forward Summit Conferences in 2022 in partnership with Connect Partnership Group; program in 2023 will highlight Indigenous inclusion in Alberta's Film & TV industry.
- Connected with four Canadian municipal economic development agencies (Edmonton, Halifax, Winnipeg, Vancouver), and discussed the opportunity for a pan-Canadian economic development forum to share best practices related to economic Reconciliation; Calgary in a position to lead this conversation with our cross-country economic development agency counterparts.
- Ensured representation of Elders and Nations in our signature events through opening prayers and blessings, panelist discussions and artwork showcases.
- Developed relationships and connections with key Indigenous organizations, including:
  - USAY (Urban Society for Aboriginal Youth)
  - Aboriginal Friendship Centre
  - Community Futures Treaty 7
  - Canadian Council for Aboriginal Business



**RESOURCES**

7. Please outline how The City’s operating funding was allocated in 2022.

City Base Grant (\$9.7M)	Non-Core Other (\$5.1M)	CED Total	
18%	21%	19%	Advertising and promotion
4%	49%	19%	Programs or services
0%	0%	0%	Office supplies and expenses
6%	10%	7%	Professional and consulting fees
63%	19%	48%	Staff compensation, development and training
0%	0%	0%	Fund development
0%	0%	0%	Purchased supplies and assets
5%	0%	4%	Facility maintenance
3%	1%	2%	Evaluation or Research
1%	0%	1%	<i>Other, please name: Technology</i>
100%	100%	100%	

8. Did volunteers support your operations in 2022?

How many volunteers?	Volunteer Board Members: CED 16, OCIF 12, CFCL 3
Estimated total hours provided by volunteers:	1,506

9. Did your organization receive any awards or recognition in 2022 that you want to highlight?

**International Economic Development Council (IEDC):** Calgary Economic Development won two [International Economic Development Council \(IEDC\)](#) awards, including silver in the Website Redesign and Replatform category, and bronze in Multimedia Video/Promotion for [Calgary. A city of innovators, dreamers, visionaries and game changers.](#)

**Marketing Canada** The team at Calgary Economic Development received its first two [Marketing Canada Awards](#) from the Economic Developers Association of Canada (EDAC) for its [website redesign](#) and [anthem video](#). The national awards celebrate excellence in economic development with a focus on highlighting best-in-class marketing and community initiatives.

10. What changes did your organization implement in 2022 to address climate change, for example, operational or program changes that reduced green house gas emissions (GHG), air/water pollution, or waste that aligned with [The City’s Climate Change Program](#) including Council’s Climate Emergency Declaration?

**Avatar Innovations:** In July 2022, OCIF announced it would provide up to \$500,000 to Avatar Innovations to help local leaders bring their energy transition solutions to life. Headquartered in the Energy Transition Centre (ETC) in downtown Calgary, Avatar Innovations can earn funding from OCIF over a three-year agreement by achieving milestones that include the creation of at least 12 Calgary startups.

**New Economy LIVE:** The first New Economy LIVE of 2022 explored Calgary’s unique value proposition as a net-zero leader with the talent, entrepreneurial spirit, and industry collaboration required to make an

impact in the global energy transition. Ahead of the industry expert panel discussion, CED presented insights from the Alberta Energy Transition Study, which concluded the pursuit of net-zero in the province could create 170,000 jobs in the cleantech sector and contribute \$61 billion to GDP by 2050. To meet the opportunity, Alberta will need to invest more than \$2.1 billion a year in cleantech by 2030, increasing to \$5.5 billion by 2040. Panelists agreed net-zero is non-negotiable for the future, but there will be highs and lows on the path forward.

**Energy Futures Lab:** Energy and Environment Business Development Manager Chris Brown was named to the influential 2022 cohort of the Energy Futures Lab. The Energy Futures Lab is a collaborative platform of leaders who are accelerating the transition to a fit-for-the-future energy system for Alberta. Chris and the other members of the fellowship of leaders work together to address energy challenges and inspire solution-oriented public dialogue. This appointment will ensure that CED is well represented in this important conversation as we continue to help position Calgary for long term economic success.

**Electrification Plan:** The Creative Industries team met with representatives from the City of Vancouver to discuss the city's multi-faceted 10-year policy framework to reduce emissions and noise pollution from filming. The framework has three main components: fee incentives, infrastructure investments and regulation. Information shared included the design and build of kiosks, the power kiosk grid network throughout the city, and future recharge points for industrial battery systems. The policy framework was shared with relevant departments within the City of Calgary in support of Council's Declaration of Climate Emergency and Call to Action.

**Alberta Sustainable Production Guide:** The *Alberta Sustainable Production Guide* was created to assist the screen-based industry in Alberta's transition to an eco-friendly and sustainable future. This guide will continue to grow as we support and accelerate the adoption of sustainable production practices, technologies, products and services to reduce the industry's environmental footprint. It is our hope that the guide will be a useful resource in making sustainability an easy choice for productions.

All vendors and service providers were vetted for their ability to provide eco-friendly service from food rescue to biodegradability, from recycling and composting services to garbage waste reports, from Tier 2 generators to battery powered options. The *Alberta Sustainable Production Guide* is co-developed with support from the [Alberta Film Commission](#), [Edmonton Screen Industries Office](#), and [Calgary Economic Development](#). Our aim is to work with industry stakeholders and organizations to grow support, extend and enhance the vendor directory, and continue to inform and share best practices and resources.

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

**Asset:** *Calgary Film Centre – operated and managed by a Wholly Owned Subsidiary of Calgary Economic Development*

### **What are 3-5 capital projects undertaken in 2022 that were funded by The City?**

Given the 100 per cent occupancy, the Film Centre operations team completed the minor remediation work from the Building Conditions Assessment in 2022 and began preparation for more significant capital improvements scheduled for 2023.