

CIVIC PARTNER 2021 ANNUAL REPORT SNAPSHOT- CALGARY ECONOMIC DEVELOPMENT LTD.

CALGARY ECONOMIC DEVELOPMENT LTD.

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

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

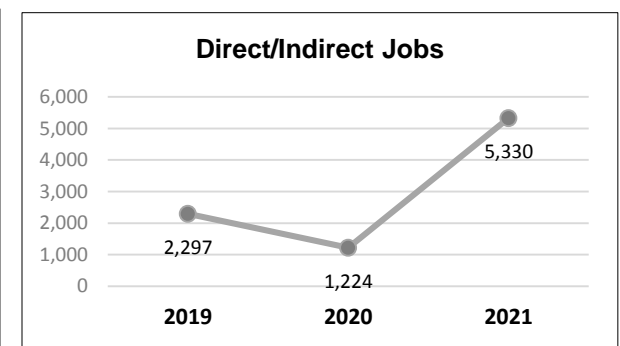
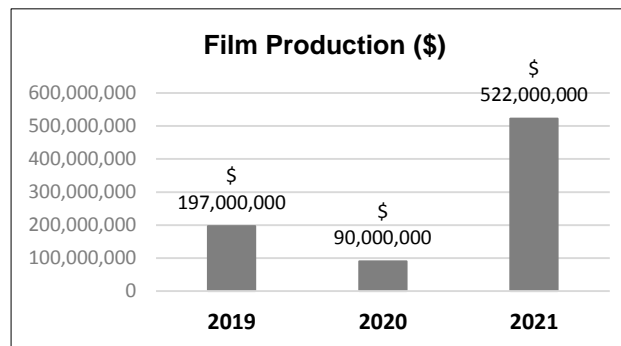
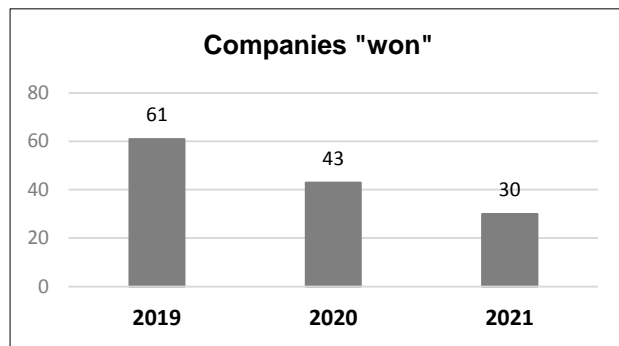
One Calgary Line of Service: Economic Development and Tourism

Wholly Owned Subsidiary

2021 City Investment

Operating Grant:\$9,752,765

2021 Results:



The story behind the numbers

- 'Companies won' focused on large-scale companies to increase the return on investment. New balanced scorecard metrics were adopted to reflect the pursuit of larger investment opportunities and job creation.
- Supported local talent needs through talent attraction events that included over 185 local companies and engaged with over 5,000 individuals.
- Over 120 film and television projects took place in 2021. The Calgary Film Centre was fully occupied and continued to lead the industry with health/safety protocols that were launched in 2020 to facilitate the film productions in Calgary.

COVID-19 impact

During COVID, the team continued to focus on local companies to support growth and expansion and engaged with in-market consultants. Focused on offering virtual programming, shifted signature events online, and participated in virtual talent attraction events.

Advancing Equity, Diversity and Inclusion

Continued the process of developing a Reconciliation Pathway for the organization through work with a Indigenous reconciliation consultant, to better position the organization for long term economic reconciliation. Recognized the National Day of Truth and Reconciliation and provided learning resources to staff. Undertook a comprehensive review of policies and practices from an equity, diversity and inclusion (EDI) point of view, established an internal EDI Committee, and adopted EDI metrics and objectives.

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ISC:UNRESTRICTED

CD2022-0585
ATTACHMENT 7





STRUCTURE

1. Vision, Mission and Mandate:

Calgary Economic Development (CED) is a civic partner agency of the City of Calgary with a volunteer Board of Directors comprised of community and business leaders. We collaborate with local and external stakeholders to advance economic growth and diversification that creates opportunities for all Calgarians. We work with businesses, governments, educators, and community partners to position Calgary as a destination of choice for companies, capital, and a diverse and highly skilled workforce.

Vision: Calgary Economic Development (CED) is the leading economic development agency in Canada. A leading economic development agency is one with a high performing and engaged team, delivers excellent client service, maintains a strong brand for the organization and the community and successfully supports the retention, growth and attraction of people and companies.

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

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

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.**

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*. In 2021 we pressure-tested the strategy with hundreds of Calgarians and have filed an update with City Council that it 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 2021 and reinforced the importance of reputation and branding as integral parts of the economic strategy.

Business Development: Expansion, Retention & Attraction, of companies is a main focus for CED and one of the many ways we contribute directly to a prosperous Calgary. With COVID-19, much of our work focused on support for local companies in 2021 but major investment announcements by leading global companies generated headlines worldwide.

As foreign direct investment globally rose 77 per cent last year to \$1.65 trillion US, according to the UNCTAD's Investment Trends Monitor, CED focused on working with larger and more impactful clients. We directly supported 30 companies moving to or expanding in Calgary that will create or retain 5,330 direct jobs over three years.

Major technology and innovation investment announcements included NYSE-listed Mphasis (1,000 jobs) and Infosys (500 jobs), RBC (300 jobs) and AWS (200 jobs). There were also notable wins in several other key sectors:

- Transport and Logistics: Lynx Air (375 jobs) and Bird Canada (100)
- Agribusiness: Spud/Food-X (200) and Agriplay (340)
- Energy and Environment: mCloud (160) and Seppure (45)
- Life Sciences: BioHubX (111)

Leading business accelerators Plug and Play, SVG Thrive and Creative Destruction Lab also announced major investments in Calgary in 2021 that support the growing and scaling up of innovative local companies that will help position them for long term success on a global stage.

CED's Trade Accelerator Program (TAP), which works with local companies to help build out local, national and international go to market plans, recorded strong growth as graduate companies signed 34 trade deals compared with 20 in 2020. TAP held six training cohorts in 2021 with 72 companies completing market export plans.

Opportunity Calgary Investment Fund (OCIF): OCIF is a City of Calgary fund overseen by a volunteer Board of Directors comprised of some of Calgary's top business and community leaders and is administered by CED. It makes leveraged investments to advance *Calgary in the New Economy*. The six agreements in 2021 totaled commitments of \$18.33 million to support projects with a total investment of up to \$44 million.

To support more local companies, OCIF issued two RFPs in 2021. One (Innovation Ecosystem) sought business accelerator organizations that provide training and mentoring to grow local companies to be more globally competitive. The second (Third-Party Fund Manager) sought qualified firms to manage a fund, leveraging other investors to identify and invest in early stage, technology-focused companies in Calgary.

In total, \$12.33 million was committed to ecosystem projects (Endeavor, Plug and Play, SVG Thrive, CDL Rockies, Movement51) to support the growth of 359 companies over five years, and \$6 million was allocated to the Accelerate III Fund and managed directly by Yaletown Investments with a goal of providing the necessary scale capital to Calgary companies

Talent (EDGE UP 2.0 and WIL): Retention of new grads and retraining of displaced mid-career professionals are important elements of CED's Talent strategy. After a successful two-year pilot project for EDGE UP (Energy to Digital Growth Education and Upskilling) more than \$5.4 million was secured from the Future Skills Centre, a Federal Government Organization, to launch EDGE UP 2.0: A Scaling Opportunity. EDGE UP 2.0 runs through 2023 and will train over 320 displaced oil and gas professionals for in-demand tech careers. The program grew from three to seven training streams, added more work integrated learning opportunities, and targets candidates from a broader pool of professions. Last fall, 113 participants were selected from more than 1,000 applicants and 10 per cent secured jobs before the training was completed.

CED is working with Calgary's seven post-secondary institutions (PSI) to develop a pilot project to make Work-Integrated Learning (WIL) more accessible to employers and provide more opportunities for learners. The pilot launched in 2021 with \$2.5 million in funding from the Government of Alberta and \$2.6 million by the Government of Canada under the Future Skills program.

Marketing, Reputation & Perceptions: The globally acknowledged and award-winning Live Tech. Love Life. marketing campaign – which looks to position Calgary as a destination of choice for top talent globally, is the focal point of CED's talent attraction and retention efforts. Year two of the campaign that positions

Calgary as a centre for tech and innovation, with an unparalleled quality of life produced strong results. We also invested heavily on a local campaign that focused on showcasing our amazing Calgary companies that we were built by visionaries, dreamers and builders and provides all Calgarians a view to some of these companies that the entire community can be proud of.

Our paid-media campaigns reached over 30 million people in 2021 and our social and digital communication initiatives generated more than 9.7 billion aggregate readership impressions. More than 3,000 media stories about Calgary and CED in 2021 generated \$24.3 million in media ad equivalency.

Live Tech. Love Life. is intended to drive awareness and change perspectives of Calgary. Our perceptions research in key markets last year found 77 per cent of business leaders would consider expanding to Calgary, up 33 per cent in one year, and 78 per cent said Calgary is a place where new ideas, businesses and people thrive. Among workers, 48 per cent say Calgary has a diverse economy, which was up six per cent year over year

Creative Industries: The 123 film and television productions in Calgary in 2021 generated a record \$522 million in spending by the industry – a remarkable five-fold increase in one year.

Major productions that took place last year included the largest project currently filming in Canada (HBO, The Last of Us) as well as Imagine/FX (Under the Banner of Heaven), Disney (Skulls), Paramount (Guilty Party) and Universal (Billy the Kid). The Calgary Film Centre Ltd. operated at full capacity in 2021.

The Calgary Film Commission team within CED facilitated more than 500 City of Calgary permits in 2021. There is high-level City support for the Film Friendly initiative to make Calgary more appealing to filmmakers.

Calgary was named among the top 10 Best Places to Live and Work as a Moviemaker in North America.

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	What story does this measure tell about your work?
How much did you do?	Accelerate sector development & diversification				Limited travel impacted both inbound and outbound trade missions and limited uptake on virtual trade programming in 2021 *EDGE UP 2.0 received \$5.4M in funding in 2021 to
	Qualified Leads	700	928	1,575	
	Film Scouting & FAM Tours + digital photo packages	15	9 Scouts + 28 digital photo packages	6 scouts + 22 digital photo packages	
	Outbound trade missions	23	14	9	
	Inbound trade missions	10	9	2	

	OCIF applications received	217 ¹	12	38	deliver a 2-year program to 320 participants. The first cohort of graduates is scheduled for 2022.
	EDGE Up students graduated	N/A	98	N/A*	
	Research request fulfilled	544	280	300	
	Research reports initiated	4	9	5	
	Stakeholder, partner and government relations				
	Team Calgary partner events	10	4	4	*2020 and 2021 event were impacted by Covid-19 and forced us to hold virtual events
	Economic Strategy events	9	4	5	
	Calgary Economic Development Brand				
	Participants in signature events (Outlook, Report to Community, Launch Party)	3,359	2,536	2,400	
	Calgary's Brand				
	Media value generated	\$8M	\$64M	\$24M	
	Sector related stories	141	158	138	
How well did you do it?	Accelerate sector development and diversification				*In 2021, having evaluated the impact of COVID-19 on its beneficiary companies, OCIF focused its funding on ecosystem projects to support
	Active prospects	209	206	429	
	Visits by investors	10	3	15	
	OCIF announcements	7	5	6	

¹ Data point is cumulative to December 31, 2019.

OCIF Funds Committed ²	\$17.5M	\$18.55M	\$18.33	359 Calgary companies over the next 3-5 years and made a direct investment in a fund manager. The lower number of direct jobs and square footage reported in 2021 are directly attributable to the accelerator and incubator organizations and fund manager. OCIF anticipates the companies utilizing the programming or invested in by the fund manager will grow faster than without the support, resulting in increased follow-on jobs and real estate requirements in the coming years.
OCIF: Total project investment size	\$65M-\$127M	\$236M-\$472M	\$22M-\$44M*	
OCIF: jobs created or retained (projected over 3-5 years) ³	688	912	20*	
OCIF: Commercial real estate square footage absorbed	250,300	142,000	2,500*	
OCIF: new training graduates. ³	370	2,158	165	*EDGEUP 2.0 cohort 1 graduation is in June 2022. These participants were able to secure full-time job opportunities or enrolled in other training before the training was completed
OCIF: Companies supported via accelerators ⁴	20	104	359	
EDGE UP students employed or enrolled in additional education	N/A	Pilot Cohort 1: 43% of 49 participants Pilot Cohort 2: 29% of 49 participants	Pilot Cohort 1: 78% of 49 participants Pilot Cohort 2: 72% of 49 participants EDGEUP 2.0 Cohort 1: 13% of 113 participants*	
Trade Accelerator cohorts	4	5	6	
Trade Accelerator	59	54	72	

² Based on originally committed amounts with beneficiaries.

³ Includes OCIF funded and unfunded.

⁴ Includes OCIF funded, only.

company graduates				
Stakeholder, partner and government relations				
Positive progress on Economic Strategy	51%	66%	80%	
New Team Calgary partners	7	13	8	
Team Calgary retention rate	94%	91%	90%	
Calgary Economic Development Brand				
Percentage businesses likely to:				
-express positive impression of CED	82%	80%	87%	
-continue working with CED	72%	73%	83%	
-recommend CED	74%	66%	77%	
-Familiarity of CED	40%	37%	83%	
-Clients accessing research	63%	65%	69%	
Calgary's Brand				
Positive impressions of Calgary as a place to do business	74%	74%	89%	
CFCL utilization rate	77%	68% (88% after removing COVID shutdown)	100%	

	High performing and engaged team				
	Employee engagement	76%	80%	76%	
	Director participation	N/A	86%	88%	
	Staff attrition	18%	13%	25%	
	Internal moves	15	9	14	
How are Calgarians better off?	Accelerate sector development and diversification				<p>* 2021 was the implementation of new metrics to reflect strategy to pursue larger investment opportunities and job creation with the intention of increasing ROI. The target company parameters changes from “no limitations” to the following:</p> <p>Emerging Sectors (e.g. Life Science) require a minimum of 10 jobs for year one and 40+ jobs by end of year three.</p> <p>Mature Sectors (e.g. Energy) require a minimum of 40 jobs for year one and 100+ jobs by end of year three.</p>
	Companies won	61	43	30	
	Creative wins	21	11	28	
	Trade deals	13	16	30	
	Direct jobs created/retained/expanded	2,297	1,224	5,330	
	Film/TV direct jobs	3,808	1,649	4,985	
	Film production	\$197M	\$90M	\$522M	
	Assist startups access capital	12	N/A	N/A	
	Stakeholder, partner and government relations				
	Non-core funding	\$3.9M	\$2.8M	\$3.8M	
	Calgary's brand				
	Positive progress is being made on the Economic Strategy	77%	66%	80%	
Favorable impression of Calgary Economic Development	78%	77%	85%		
Familiarity of Calgary by	71%/88%	67%/83%	67%/89%		

	workers/leaders in key markets				
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4. Briefly describe any key impacts of COVID-19 on your operations in 2021.

Working remotely remained an option for staff in 2021 but some people did return to the office voluntarily in the summer. CED implemented a mandatory vaccination policy in October. As of December 31, 100 per cent of employees were vaccinated.

Protocols initiated in 2020 were maintained. They included online health checks to enter the office, masking, plexiglass barriers and enhanced cleaning. In October, domestic and international travel was re-opened to staff with trip-risk assessments required for return on investment and COVID-related risks.

- Business Development staff increased their focus on local companies in supporting them for their growth and expansion.
- Covid19 also saw our team focus on working with in-market consultants for investment attraction and lead generation. As restrictions eased late in 2021 CED welcomed more investors and participated in programming outside of the region.
- EDGE UP and TAP successfully moved to virtual programming.
- CED led and participated in almost two dozen virtual talent attraction events with over 185 local companies taking part
- Team Calgary corporate partnership program recorded an 11 per cent shortfall on revenue projections as companies re-evaluated community support initiatives in financially challenging times
- The Calgary Film Centre was fully occupied in 2021, other than a two-week shutdown. Health & Safety protocols and investments initiated in 2020 enabled productions to continue activity with minimal disruptions.
- OCIF worked with its beneficiary organizations in 2020 to address the impacts of COVID. By 2021 many were adjusting, and OCIF disbursed approximately \$6.5 million for achievement of project milestones.
- Report to the Community and Economic Outlook, our signature annual events moved to virtual formats. All CED and OCIF news conferences were streamed live.

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

We upgraded our Customer Relationship Management systems in 2021 to improve the collection and tracking of business development leads and opportunities and created an intake and tracking process for research projects and client/stakeholder inquiries and requests

Invest Alberta relocated its offices and left CED offices in mid-2021 due to growth plans for that organization. The space has been absorbed by programs managed by CED that include office space as part of the program management (e.g. EDGE UP 2.0, TAP, Work Integrated Learning).

We worked with our IT Managed Service provider to allow better remote management of technology applications and update all our remote devices with critical software, including advanced threat protection.

New Balanced Scorecard metrics were adopted to reflect the pursuit of larger investment opportunities and job creation to increase ROI. Target company parameters changed from “no limitations” in size, scope or industry to:

- Emerging Sectors (e.g., Life Science) require at least 10 jobs for year one and 40+ jobs by year three.

- Mature Sectors (e.g., Energy, Technology) require a minimum of 40 jobs for year one and 100+ jobs by the end of year three.

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

CED is committed to fostering a culture of diversity and inclusion. We embrace and encourage differences in age, color, 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

OCIF issued two RFPs in 2021 that included, in the evaluation criteria, the awarding of a significant number of points to organizations that demonstrated a successful track record of Equity Diversity and Inclusion initiatives and inclusion of initiatives in future programming supported by OCIF.

EDGE UP has focused on EDI since its inception with 41 per cent of participants newcomers or visible minorities, and almost 30 per cent women.

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

Recognizing Indigenous Reconciliation is related but separate from equity, diversity, and inclusion, CED is developing a Reconciliation Pathway. In 2021, CED began work with Rise Consulting, a CCAB-approved consultant, to develop our Indigenous Reconciliation Pathway, to contribute to economic Reconciliation in our city, based on the tenant “nothing about you, without you.”

We reached out to individuals and organizations in local First Nations and Metis communities to build meaningful relationships in hopes of better understanding how CED can support their diverse communities to thrive and prosper. Specific steps towards Indigenous Reconciliation included:

- Indigenous leaders spoke at a staff forum on economic development and the Indigenous economy.
- The National Day of Truth and Reconciliation was recognized as a statutory holiday and staff were provided educational resources to learn about reconciliation.
- Rise Consulting completed a Discovery Phase, Listening Circles, and summary report last year and will create a strategy and action plan in 2022.
- Four staff members participated in Workforce Forward focused on Indigenous inclusion training, employment strategies and employment best practices.
- 2021’s Economic Outlook showcased an Indigenous artist, Indigenous keynote speaker, and supported and Indigenous charity.

A separate initiative for Equity, Diversity and Inclusion was also underway in 2021. CED’s existing policies and practices were reviewed from an EDI lens including recruitment, performance management, vendor evaluation & selection, as well as business planning process. An internal EDI Committee made up of a diverse group of CED staff members was stood up and Terms of Reference were created. As part of the

business planning process in 2021, EDI metrics and objectives are now embedded into the 2022 business plan and balanced scorecard. In December 2021, work commenced on a corporate EDI strategy to develop action plans to be undertaken by the organization in 2022 and beyond.

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.

CED pressure-tested *Calgary in the New Economy* to ensure, as we recover from the impacts of COVID-19, it remains the right strategy for our city. It was done in three phases: making it more tangible and measurable, identifying global economic trends relevant to Calgary and testing future-focused scenarios, and engaging with our community.

More than 720 persons from community organizations, civic partners, post-secondary institutions, and businesses were engaged. A public survey on whether the economic strategy direction and focus areas remain relevant was conducted. Open houses were hosted to raise awareness on the strategy and key civic initiatives. Focus groups were facilitated to capture feedback on each driver of the strategy.

The direction and key drivers continue to resonate with Calgarians, but the strategy needs to more inclusive, simple, and accessible to all. CED will continue to engage with communities to ensure the strategy reflects all those who contribute to the prosperity of our community.

We collaborated with the City's Strategic Foresight team to pressure-test the economic strategy and continue to on trend and horizon scanning, scenario development and updates, and other foresight processes.

We also collaborate with organizations, including the Real Estate Sector Advisory Committee, the Downtown Strategy Champions Network and Working Group, Innovation District Working Group, and Business Advisory Committee and Task Force.

CED worked with post-secondary institutions (PSIs) to launch a Work-Integrated-Learning platform to better connect students to non-traditional experiential learning opportunities with employers.

EDGE UP's program partners include Future Skills Centre, Information and Communications Technology Council, Riipen, University of Calgary – Continuing Education, SAIT, Bow Valley College and Mount Royal University.

OCIF partners with other orders of government to co-fund Calgary projects. A co-funding consortium was launched with Alberta Innovates and Prairies Economic Development Canada (PrairiesCan) to leverage additional funding through the Alberta Scaleup and Growth Accelerator program.

We hold weekly calls and other touch points with civic partners as part of our collaboration with local organizations including Tourism Calgary, The Calgary Chamber, Calgary Arts Development, Calgary Municipal Land Corp., Sport Calgary and the Alberta Business Council.

CED is a member of the Consider Canada City Alliance as well as the World Energy Cities Partnership. CED participates in the Alberta Investment Team and has relationships with Invest Alberta and Invest in Canada.

RESOURCES

7. 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.

City Base Grant	Non-Core Other	CED Total	
12%	33%	18%	Advertising and promotion
2%	0%	1%	Programs or services
0%	0%	0%	Office supplies and expenses
6%	53%	19%	Professional and consulting fees
65%	13%	51%	Staff compensation, development and training
0%	0%	0%	Fund development
0%	1%	0%	Purchased supplies and assets
5%	0%	3%	Facility maintenance
9%	0%	7%	Evaluation or Research
1%	0%	1%	Other, please name: Technology
100%	100%	100%	

8. Did volunteers support your operations in 2021? If yes:

How many volunteers?	Volunteer Board Members: CED 15, OCIF 12, CFCL 3
Estimated total hours provided by volunteers:	472

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

The Core operating grant from The City was \$9.8 million. Approximately 65 per cent went to staff compensation, at CED our people are the most important asset we have and such we continue to build an environment where individuals can work to their full potential and continue to work and ensuring that Calgary is well positioned for long term economic growth and prosperity. CED partnered with other orders of government and local businesses to leverage The City of Calgary's Base Operating Grant to generate additional revenue to support our business plan activities.

Team Calgary Partner cash revenue for 2021 was \$885,000 and of the available in-kind contributions from Team Calgary Partners, CED leveraged approximately \$413,000 of this amount.

Sponsorship revenues included \$5.4 million over two years for EDGE UP 2.0. and \$5.2 million over three years for CED's Work-Integrated-Learning Initiative.

PrairiesCan funded \$50,000 for the Alberta Energy Transition Study and CanExport funded \$233,000 to support CED's FDI promotion including:

- Reports and value propositions in the Energy, Environmental Technology, Digital Media, Logistics and Aerospace sectors.
- Web design and multimedia marketing that were critical tools during Covid-19.
- Funding Talent research into the trajectory of Calgary's skilled labour force.

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

Our New Economy LIVE online panel discussions to *promote Calgary in the New Economy* to more Calgarians received a bronze medal at the International Economic Developers Council Awards in the Special Event category.

CED won four awards from Economic Developers Alberta: Economic Development Through Film and Television won three: Business and Investment Attraction, Large Community; Alex Metcalfe Award recognizing the best of the best; and the CAPP People's Choice Award. EDGE UP won the Community Economic Development award.

Calgary was named 10th Best Place to Live and Work as a moviemaker in North America for a second consecutive year by MovieMaker magazine.

Startup Genome's 2021 rankings of Global Startup Ecosystems rated Calgary among the Top 30 of nearly 300 cities worldwide and singled us out as a cleantech "ecosystem to watch" in North America.

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

Asset: *Calgary Film Centre*

a) Provide a summary of your organization's 2021 capital work, including specific lifecycle/maintenance projects or capital projects.

The Film Centre operations team completed the minor remediation work from the Building Conditions Assessment. There was significant cleaning/restoration work at the conclusion of a production lease in June.

CFCL invested approximately \$100,000 on upgrades to bring the wireless networking to the Wi-Fi 6 standard. It also provided enhanced networking speed and improved network management and configuration.

The CFCL Board assessed a 15-year plan regarding facility improvements and maintenance requirements related to the BCA. Facility improvements were put on hold in 2021 when The City initiated the sales process.

b) What funding did your organization leverage to support capital activities in 2021?

There was no external funding for capital activities in 2021.