

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

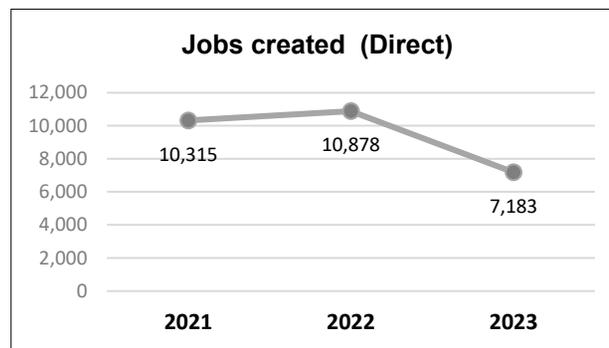
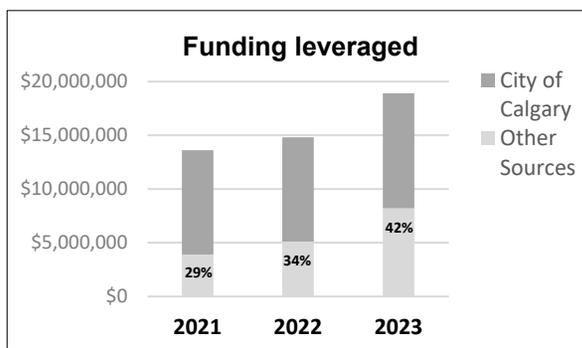
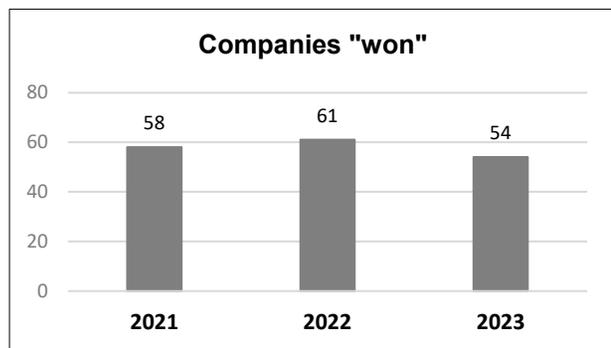
Wholly Owned Subsidiary

2023 City Investment

Operating Grant:
\$10,722,075

Operating Grant:
\$1,000,000 (one time)

2023 Results:



The story behind the numbers

- Calgary Economic Development (CED) attracted, retained or expanded 54 companies in priority sectors and creative industries.
- Leveraged funding reflects the organization's ability to leverage other sources of funding and relationships to benefit Calgarians.
- In 2023, more than 7,000 jobs were created or retained. Jobs are essential drivers of economic growth because they directly finance the needs and aspirations of Calgarians and their families.

Benchmarks

- CED uses Corporate Key Performance Indicators (KPIs) and a balanced scorecard to track and measure performance. In 2023, KPIs focused on the number of jobs created, investment dollars, dollars leveraged, marketing results and talent results.
- The balanced scorecard guides the structure of the organization's business plans and corporate goals.

Looking ahead: 2024 highlights

- In 2024, CED and Tourism Calgary, in collaboration with The City and Civic partners, will roll out the new brand for the city.
- Work will continue to develop foresight and sector strategies for priority economic sectors to ensure our city is prepared to capitalize on future possibilities and opportunities.
- With a significant influx of people to Calgary, CED will continue to prioritize workforce development, attraction and retention through a Talent Strategy for Calgary that will incorporate equity, diversity, inclusion and accessibility.

CED is working with key innovation partners to build innovation clusters across the city to spark cutting edge research, create jobs and accelerate investment, including VC investment, into the city.



Civic Partner Name: Calgary Economic Development Ltd.

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

Fiscal Year End: December 31

Manage/operate a City-owned asset: No

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 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.

1. What 3-5 key results did your organization achieve in 2023 that contributed to:

- a) one or more Council Strategic Directions- economic resilience, social resilience, climate resilience?
- b) Your own organization's strategy?

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. All CED's work advances priorities identified in *Calgary in the New Economy* towards a prosperous city for all Calgarians.

The work Calgary Economic Development does under its mandate answers directly to economic resilience and also contributes to social and climate resilience. Our successes from 2023 contributed to our annual business plan objectives as we continue to drive progress towards our four-year corporate vision areas of focus aligned with City objectives.

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.

Through strategic, consistent and collaborative efforts with our partners, we kept Calgary top of mind for companies, capital and talent. Global leaders like Appexus, Event Combo, Vantage Circle, and Terrestrial Energy invested in Calgary and made our city their home. We helped local companies find the talent and space to grow and provided the knowledge and tools for them to expand globally.

Jobs are also essential drivers of economic growth because they directly finance the needs and aspirations of Calgarians and their families. We created or retained more than 7,000 jobs and attracted more than \$734 million in investment.

2023 was a record year for our Trade Accelerator Program (TAP), with 99 companies completing the program and landing 42 new trade deals in 22 unique markets.

Opportunity Calgary Investment Fund (OCIF): 2023 marked the 5-year anniversary of OCIF. Our efforts have generated nearly \$870 million in economic activity – which is a return on funding committed of nearly 11 times – and have led to the creation and retention of more than 3,315 jobs and the creation or expansion of 629 companies.

2023 was a record year for OCIF disbursements, with \$13.1 million sent to beneficiaries for meeting their project milestones.

Talent (EDGE UP 2.0 and TalentEDYYC): EDGE UP was created as a short-term skills development program for mid-career oil and gas professionals displaced from the sector, helping them transition to in-demand jobs in Calgary's digital economy. It is one of Canada's largest educational collaborations by city and federal partners to support the transition of talent from a downturned sector to opportunities in the digital economy.

As of the end of 2023, the EDGE UP program has completed its mandate by successfully upskilling 350 graduates, 80 per cent of whom are already employed in the technology sector or deepening their knowledge with further training. With scalability top of mind, EDGE UP has created a playbook, or recipe for success, that is easily replicable and will be sharing those best practices with other sectors and cities.

In 2023, we launched a new online platform that offers resources, templates and a centralized job posting portal for employers to share Work-Integrated-Learning (WIL) opportunities with students at all seven post-secondary institutions in Calgary. It also offers access to a team who can provide one-on-one support to help employees navigate how to work with student talent. In 2023 alone, TalentEDYYC generated over 253 work integrated learning opportunities, including 185 opportunities for students from equity-deserving groups, and engaged 48 employers across the city.

Marketing, Reputation & Perceptions: We told Calgary's story and maintained a favourable view of our city among business leaders and workers.

Research conducted in October 2023 in other cities across Canada and the U.S. showed that 82 per cent of business leaders and 70 per cent of workers held a favourable view of Calgary. Perceptions among business leaders softened by 8 percentage points compared to 2022, primarily due to increased uncertainty, lower consumer and business confidence, and growing affordability concerns.

Despite these headwinds, Calgary's overall outlook remains favorable. Perceptions among workers remained steady. Calgary remains the number one city both Canadian and American workers would consider moving to, compared to other Canadian cities such as Vancouver, Toronto and Montreal. Sixty-one percent of workers agreed Calgary is an affordable place to live, 58 per cent agreed it's an easy place to live and 61 per cent agreed it's a place to build a career.

On November 1, 2023, over 1,424 business and community leaders joined us for Economic Outlook as economists, including former Bank of Canada Governor, Stephen Poloz, shared forecasts for the year ahead. Economists nodded to record population growth, strong commodity prices and consumer spending as factors likely to position Calgary and Alberta well in 2024 despite expected economic challenges.

Creative Industries: Calgary is in constant competition with other cities and countries as a go-to city for film and TV productions. In 2023, that situation became more complex due to the historic strikes by the Writers Guild of America (WGA) and the Screen Actors Guild (SAG).

We partnered with Calgary's Mayor, City Council and Civic Administration to implement innovative, film-friendly policies and strategies. We also introduced an Environment, Social and Governance (ESG) Strategy for film and TV productions in order to meet the demand for film locations that steward the environment and champion opportunities for local talent.

In 2023, the economic impact of the film and television production in the Calgary area reached \$246 million in 2023 and Calgary hosted more than 140 productions. At the inaugural Global Productions Award event during the 2023 Cannes Film Festival, the city was honored with the Location of the Year Award. Calgary also rose to eighth place in MovieMaker's ranking of Best Cities to Live and Work as a Movie Maker.

2. Performance measures help demonstrate the return on The City’s investment in a partner’s operations, and support continuous improvement for Partners. What performance measures reflect your organization’s impact in 2023?

Please see our 2023 Balanced Scorecard in Question 4. Our scorecard represents our organizational performance measures, which evaluates our impact to the Calgary community, across sectors and programs, in the last year.

In addition to the scorecard, each year, the Corporate Governance and Strategy Committee determines Corporate KPI targets against which CED is held accountable by the Performance and Compensation Committee of the Board. In 2023, the Corporate KPI targets were as follows:

Corporate KPI's	2023 Target	2023 Actual
Jobs	7,500	7,183
Investment Dollars (\$millions)	850	734
Leveraged Dollars (Non-core Funding)	\$5,500,000	\$8,231,610
Marketing Results	100%	107%
Talent Results	100%	136%

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 are a primary focus for CED to drive long-term prosperity for all Calgarians. We directly create or retain thousands of jobs per year and spur further indirect jobs.

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, the estimated returned value of investment dollars is approaching \$1 billion annually.

3. Are there any additional stories or information you wanted to share beyond performance measures that demonstrate the impact of your organization’s programs or services?

Leveraged Funding - 2023 financial results achieved record revenue for CED at \$18.9M largely due to programs and initiatives stewarded by CED such as TalentEDYYC, TAP Alberta, EdgeUp, and various other funding amounts received for economic development initiatives. Core funding in 2023 from the City of Calgary (\$10.7M) represents only 58% of our overall funding (2022 – 65.8%) and shows our ability to leverage our funding and relationships with other orders of Government to benefit Calgarians.

Digital Media and Entertainment Strategy - In 2023, we developed a growth strategy for the digital media and entertainment sector in partnership with the Edmonton Screen Industries Office and in consultation with the industry. The strategy Key Frames: A Growth for Animation and VFX was shared at the 2023 Banff World Media Festival. Our strategy revealed that for Alberta to thrive in animation and VFX, we need to make progress in six key areas. We are now working with our industry partners to make progress in these

areas (1) Foster a vibrant freelancer community; (2) Design more competitive incentives; (3) Stimulate industry collaboration; (4) Promote and showcase the industry; (5) Enable the development of creative intellectual property; (6) Unlock the potential of Alberta as a hub.

Indigenous Economic Contribution Study - Calgary Economic Development and The City of Calgary engaged MNP LLP (“MNP”) in 2023 to develop a benchmark study that measures the economic participation and contribution of Indigenous Peoples in Calgary and the Treaty 7 Region. The Indigenous economy generated approximately \$1.5 billion, or 1.2 per cent of Calgary’s total GDP in 201/2022. The study delivered a baseline for economic contributions that we can use to measure progress, as well as immediate recommendations for advancing economic reconciliation.

4. Does your organization use benchmarks to evaluate and improve performance and operations, and increase your organization’s impact?

In addition to our Corporate KPIs discussed in Question 2, 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. 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.

BUSINESS PLAN IMPACTS	2021	2022	2023
Strategic alliances			
Non-core (other) revenue	\$3,882,263	\$5,101,766	\$8,186,007
Key partner awareness of <i>Calgary in the New Economy</i> *NEW	N/A	N/A	76%
Build a strong and recognizable brand			
Perception of Calgary Economic Development contributing to others' success *NEW	N/A	N/A	62%
Favourable impressions of Calgary by business leaders	89%	90%	82%
Media impressions (millions) *NEW	N/A	N/A	34.6
Growing a skilled talent pool			
Talent in other markets perceives Calgary as a place to build their career	N/A	58%	61%
Talent in other markets perceives Calgary as diverse and inclusive	N/A	61%	52%
Favourable impressions of Calgary by talent *NEW	N/A	N/A	70%
Number of local companies engaged in talent attraction initiatives	93	56	42
Accelerating sector development and diversification			
Companies attracted/retained/expanded (priority sectors and creative industries)	58	61	54
Investment dollars (millions) (priority sectors and creative industries) *NEW	N/A	N/A	\$734
Direct jobs (priority sectors and creative industries) *NEW	10,315	10,878	7,183
Trade export deals	34	38	42
Real estate absorption (sq. ft.) (greater downtown office/ commercial and other commercial)	1,319,303	2,500,262	1,407,371

5. How does your organization 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:

- We continue to make progress on our EDIA Strategic Plan, including hosting a workshop facilitated by The City of Calgary's Anti-Racism Program to align our EDIA Strategic Plan with The City's Anti-Racism Strategic Plan.
- 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.
- Accessibility and inclusion is foundational in all funding initiatives through the Opportunity Calgary Investment Fund.
- CED reflects the diversity and vibrancy of Calgary through the voices we amplify, the images we use and the marketing campaigns we launch. We ensure everyone feels reflected in our storytelling.
- Calgary's Brand reflects all the peoples of Calgary; engagement on the new Brand included 21 individuals from Indigenous organizations and Nations, and 10 organizations representing equity-deserving communities.
- 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 2023, 25 equity-deserving creators took over the account throughout the year (51% of all takeovers) generating 1,521,635 impressions. Ensuring a diversity of creators throughout the year is a key part of our Instagram account strategy and will continue in 2024. CED had over 2,300 pageviews from editorial content across our web platforms that recognizes significant cultural dates, economic reconciliation, encourages community engagement and participation.
- CED had over 16,500 impressions on content that recognizes key cultural dates within our diverse community as well as economic reconciliation on Twitter throughout the year.
- Our quarterly New Economy LIVE events showcase a range of diverse voices and perspectives in our community. ASL interpretation and closed captioning are now incorporated into all New Economy LIVE events. We also ensure panelists and content reflect the makeup of the Calgary community.
- Our Demographics Section on the CED website showcases the diversity of Calgary's population through interactive, real-time data on population makeup, languages spoken, origin of permanent residents and other demographic information. This helps us tell Calgary's story of Canada's third most diverse city, and a welcoming city where everyone belongs.

6. **How is your organization advancing Indigenous Truth and Reconciliation? (For example addressing specific calls to action in the [Truth and Reconciliation Commission of Canada: Calls to Action](#) report or [The City's White Goose Flying Report](#))**

In 2023 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 training on Indigenous history and Reconciliation for all CED staff, including recognizing June 21 and September 30. On September 30, Lorelei Higgins from The City of Calgary's Anti-Racism Program Team joined CED staff to share her story and the importance of Reconciliation. On June 21 and September 30 CED staff also receive learning resources and community event information to attend.
- During the summer months, CED staff also receive details of all Pow Wows in the region to attend and learn and experience Indigenous culture. In 2023 CED attended the Siksika Pow Wow.

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

- The Trade Accelerator Program, led by CED, hosted the first Alberta-wide Indigenous cohort at the Stoney Nakoda Resort in September 2023. 11 companies graduated with an actionable export plan and are now engaged in our alumni ecosystem. In total, there are over 30 Indigenous graduates from TAP as of December 2023. CED is proud to support underrepresented and under supported entrepreneurs within our TAP cohorts with approximately 25 per cent of our cohort companies coming from these groups.
- The CED trade team was able to support Global Affairs Canada once again on the National Indigenous Mission to Phoenix Arizona.
- In December 2023, CED released an Indigenous Economic Contribution Study for the Treaty 7 Region, and Metis Nation of Alberta Region 3 (now the Otipemisiwak Metis Government) and urban Indigenous Peoples in Calgary in partnership with the City of Calgary and consultant MNP, to advance economic Reconciliation in the Calgary region. Design and artwork for the research report was done by Star Crop Eared Wolf.
 - The Study provided 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 included key data like population of Indigenous Peoples in Calgary and the Treaty 7 Region and average income compared to non-Indigenous Peoples;
 - The Study provided three recommendations to remove systemic barriers to economic participation of Indigenous Peoples and businesses, to provide direction on how to advance Reconciliation as a community.
- CED is a member of The City of Calgary's Indigenous Procurement Working Group, to support the advancement of The City of Calgary's Indigenous Procurement Strategy and Program.
- Sponsored and attended Workforce Forward and Forward Summit Conferences in 2023 in partnership with Connect Partnership Group. In 2023, CED had a booth at Forward Summit to show up in partnership with Indigenous businesses and organizations.
- Sponsored and attended Community Futures Treaty 7 Post-Secondary Student Symposium and hired a summer student from Siksika Nation.
- Sponsored and attended Community Futures Treaty 7 Golf Tournament in August 2023.
- Ensure representation of Elders and Nations in our signature events through opening prayers and blessings, panelist discussions and artwork showcases.

- Attended Indigenomics Institute Conference in Toronto to showcase our TAP Program and learn how other organizations are advancing Reconciliation.
- Continue building relationships and connections with key Indigenous organizations and businesses in and around Calgary, including:
 - USAY (Urban Society for Aboriginal Youth)
 - Aboriginal Friendship Centre
 - Community Futures Treaty 7
 - Taza
 - Canadian Council for Aboriginal Business
 - Indigitech Destiny

RESOURCES

7. Please estimate how The City’s operating funding was allocated in 2023.

City Base Grant \$10.7M	
14%	Advertising and promotion
7%	Programs or services
1%	Office supplies and expenses
9%	Professional and consulting fees
62%	Staff compensation, development and training
0%	Fund development
0%	Purchased supplies and assets
2%	Facility maintenance
4%	Evaluation or Research
1%	<i>Other, please name: Technology</i>
100%	

8. Did volunteers support your operations in 2023? (including board and committee members)

How many volunteers?	Volunteer Board Members: CED 16, OCIF 10, CFCL 2
Estimated total hours provided by volunteers:	1,600

9. Did your organization receive any awards or recognition in 2023, or have any client or participant feedback that you want to highlight?

At the inaugural Global Productions Award event during the 2023 Cannes Film Festival, the city was honored with the Location of the Year Award. Calgary also rose to eighth place in MovieMaker’s ranking of Best Cities to Live and Work as a Movie Maker.

On April 13, the Government of Alberta awarded Brad Parry, CEO, and Luke Azevedo, Calgary Film Commissioner and Vice President, Creative Industries and Operations a Queen Elizabeth II’s Platinum Jubilee medal. Nominated by fellow Albertans, recipients of the Queen’s Platinum Jubilee medal are recognized for their significant contributions to the province.

10. How did your organization address climate change in 2023, 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?

Hydrogen Task Force: In 2023, Calgary Economic Development was a member of the Hydrogen task force. In 2023, a feasibility study was published to assess the potential for the Calgary region to participate and benefit from the emerging fuel hydrogen economy. The study identified a \$4.6 billion per year market potential for fuel hydrogen production that could be used in the Calgary region. It also encourages the development of hydrogen as part of the region's pathway to a net-zero emission energy system.

Electrification Plan: Calgary Economic Development continues to work with the City of Calgary to develop a plan for the electrification of popular filming locations to reduce emissions and noise pollution from filming.

Sustainable Production: On November 21, 2023, Calgary Economic Development co-hosted a sustainable film & television workshop for Alberta-based industry professionals and representatives. The goal was to understand current and future sustainable production trends, both in Canada and in the USA, understand some existing resources that are available to the industry, and to craft an Alberta-specific vision for collaboration, investment and development of sustainable production practices.

Roundtable with Jonathan Wilkinson: CED and the Business Council of Alberta organized an engaging roundtable with Jonathan Wilkinson, Minister of Natural Resources, to share perspectives on the Government of Canada's policies and vision for how we can work together to build a prosperous, low-carbon economy of the future.

11. Are there any projects, initiatives or plans for 2024 that you want to briefly highlight?

Civic Brand Rollout - Calgary has always had a distinct story to share with the world. Building on extensive engagement with Calgarians over the past two years, Calgary Economic Development and Tourism Calgary, in collaboration with The City of Calgary and agency partners, continued its work to evolve Calgary's narrative. A phased brand rollout coordinated with civic partners is planned for 2024 and will unify the community's storytelling with a brand promise of Calgary as a city of unexpected possibilities, one where peoples, lands, cultures and ideas converge to create what is possible - together.

Regional Collaboration Model for Economic Development - Continue exploring and eventually propose to City Council a regional collaboration model a regional collaboration model with all eight partners in the Calgary Metropolitan Region: City of Airdrie, City of Calgary, City of Chestermere, Town of Cochrane, Foothills County, Town of High River, Town of Okotoks, and Rocky View County.

Applying Foresight and Research to Calgary's Key Priority Sectors - Informed by our experience and learnings on aerospace and defense, we will proceed with developing foresight and sector strategies for each of Calgary's priority economic sectors. Starting in 2024 with agriculture, creative industries, and energy & environment.

Calgary's Workforce Needs - Talent At the 2023 Calgary Workforce Symposium, we discovered a need for soft skills like leadership, critical thinking, and creative thinking, and hard skills in digital literacy, AI, and skilled trades. In addition, we learned that attracting talent to Calgary requires maintaining affordability, ongoing diversification of our sectors, and a strong transport infrastructure. Finally, it became clear that work integrated learning opportunities could be improved, with employers citing time, capacity, and translating education to skills as issues. We will leverage these findings and other research to develop a

Talent Strategy for Calgary, focused on the four pillars of: workforce development, talent attraction, work integrated learning, and equity, diversity and inclusion (EDIA).

THE FOLLOWING SECTION IS FOR CIVIC PARTNERS MANAGING CITY-OWNED ASSETS

12. CAPITAL PROJECTS AND ASSET MANAGEMENT

Asset: *Calgary Film Centre*

a) How did you use The City's capital funding in 2023?

With a pause in large productions due to industry strikes, the Calgary Film Centre (the "Centre") operations team took the opportunity to complete some significant upgrades to the facility which increased the valuation and enhanced the marketability of the Centre. The Centre paired its capital reserves with a City infrastructure grant and as a result, was able to facilitate the transition of the Centre to new management in fall of 2023.