



2018

ANNUAL REPORT

calgary economic
development
be part of the energy™

TABLE OF CONTENTS

2	Who we are
3	What we do
4	2018 in review
6	Key initiatives
6	Economic Strategy
8	Opportunity Calgary Investment Fund
12	Business Attraction: Attracting investment to Calgary
14	Notable Activities
16	Calgary Film Centre
17	Startup Calgary
18	Thank you Action Calgary Partners



**CALGARY IS
NORTH AMERICA'S
MOST LIVABLE CITY.**

HEY!

WHO WE ARE

We are conduits, catalysts, connectors and storytellers to facilitate prosperity in an innovative and entrepreneurial city. We are an agency of the municipal government that collaborates with stakeholders to advance economic growth and diversification to create opportunities for all Calgarians.



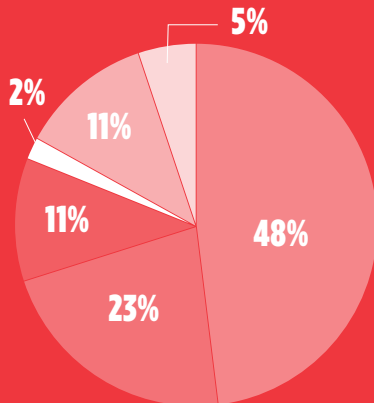
BOARD OF DIRECTORS:

- Steve Allan** | Chair, Corporate Director
- Leontine Atkins** | KPMG
- Shannon Bowen-Smed** | BOWEN
- Lori Caltagirone** | Sunesis Consulting Inc.
- Jeff Davison** | Councillor Ward 6
- Debra Deane** | Zedi
- Trent Edwards** | Brookfield Residential
- Judy Fairburn** | Business Leader
- Jeff Fielding** | City of Calgary
- Tom Hodson** | Tiger Calcium Services
- Hannes Kovac** | OPUS Corporation
- Brad Pierce** | Borden, Ladner Gervais LLP
- Alice Reimer** | CDL-Rockies
- Dr. David Ross** | SAIT
- Quincy Smith** | Dentons Canada
- Kevin Zimmel** | RBC Royal Bank

FUNDING SOURCES:

2018 Revenues: Total \$12,001,248

- 48% City of Calgary- Operating grant
- 23% City of Calgary- Other grants
- 11% Government of Alberta
- 2% Government of Canada
- 11% Private sector investment
- 5% Other





WHAT WE DO

We work with businesses, governments, educators and community partners to position Calgary as a location for business investment, which provides opportunities for our highly skilled workforce.

ADVISORY COMMITTEES:



Agribusiness



Economic Strategy



Transportation & Logistics



Real Estate



Renewable Energy



Energy Services



Workforce

OUR SERVICES:



Promoting Calgary



Research & Strategy



Workforce Initiatives



Local Business Development



Trade & Export Development



Headquarters & Real Estate Support



Business-to-business, business-to-government connections

2018

IN REVIEW

The launch of the Opportunity Calgary Investment Fund, rollout of the Economic Strategy *Calgary in the New Economy* and establishing new records for attracting and retaining companies and creating jobs were milestone achievements.

BALANCED SCORECARD

	2017	2018
Accelerate sector development & diversification		
Companies attracted and expanded	67	87
Trade and investment deals supported	6	7
Direct/indirect jobs created/retained	5,719	8,299
Film production	\$178 M	\$181 M
Inspire stakeholder collaboration		
Completion of economic strategy tactics	87%	87%
Startup Calgary client funding	16	26
Non-core funding	\$2.4 M	\$2.5 M
Enhance Calgary's image		
Canadian business leaders have favourable perception of Calgary	79%	NA
Build an authentic brand for Calgary Economic Development		
Favourability of people who work with Calgary Economic Development	83%	79%
Clients using CED research	23%	21 %



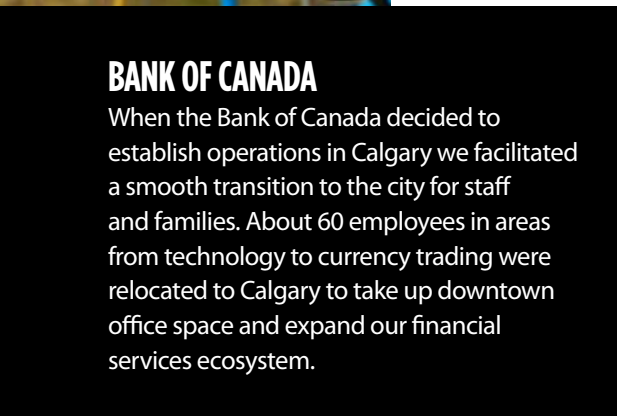
60

JOBS ADDED TO THE AGRIBUSINESS ECOSYSTEM

NOTABLE WINS

BAYER CROP SCIENCE CANADA

As Bayer considered consolidating multi-city operations in one location after a major transaction, we made the case for its headquarters in Calgary. Bayer will add about 60 jobs here. Bayer's focus on science and innovation to resolve global food challenges aligns with the goals of our agribusiness ecosystem.



BANK OF CANADA

When the Bank of Canada decided to establish operations in Calgary we facilitated a smooth transition to the city for staff and families. About 60 employees in areas from technology to currency trading were relocated to Calgary to take up downtown office space and expand our financial services ecosystem.



60

EMPLOYEES RELOCATED TO CALGARY



100+

ENGINEERING AND OTHER JOBS SUPPORTED

JACOBS ENGINEERING GROUP / SAUDI ARAMCO

These global energy leaders are doing front-end engineering and procurement management services on a major Middle East project in Calgary. We facilitated key connections in government and leveraged local expertise to support the 18-month contract with more than 100 local engineering and other jobs, and 30 project team members from Saudi Arabia.

“ Charting a course for a city’s economy is a challenge at any time, but in today’s fast-evolving world it was an immense undertaking. We greatly appreciate that more than 1,800 Calgarians provided perspectives for this update. ”

– Adam Waterous, Chair, CEO Roundtable

KEY INITIATIVES

ECONOMIC STRATEGY

Embracing the technological innovation transforming the world and disrupting industries as a path to enduring prosperity is the focus of the strategy City Council approved in 2018 titled *Calgary in the New Economy*.

Calgary Economic Development stewards the implementation of the strategy that aligns the efforts of the City of Calgary, civic agencies, the private sector, educators and community partners. It serves as a roadmap to create a diverse and prosperous economy with opportunities for all.

In the fast-evolving global economy, the emphasis in *Calgary in the New Economy* is on the underlying drivers of economic growth — talent, innovation, business environment and place. The Strategy was launched publicly in October and implementation got under way as advisory committees and sub-committees established top priorities and developed metrics for success.



VISION:

Calgary is the city of choice in Canada for the world's best entrepreneurs. We embrace innovation and create solutions to meet the world's needs in food, health, energy and transportation.

AREAS OF FOCUS:



TALENT

Be Canada's destination for talent



INNOVATION

Be Canada's leading business-to-business innovation ecosystem



PLACE

Be Canada's most livable city



BUSINESS ENVIRONMENT

Be Canada's most business-friendly city

KEY INDUSTRY CLUSTERS:

ESTABLISHED

Agribusiness
Energy
Transportation and Logistics

EMERGING

Creative industries
Financial Services
Life Sciences/Health
Tourism



IMMEDIATE PRIORITIES:

TALENT

Addressing the skills gap

INNOVATION

Large enterprise early adoption program

PLACE

Rejuvenate Downtown
Rejuvenation

BUSINESS ENVIRONMENT

Calgary as a Living Lab



KEY INITIATIVES

OPPORTUNITY CALGARY INVESTMENT FUND

Calgary City Council took the visionary step to create the \$100 million economic development fund that began accepting applications in April 2018. The Fund's origins were at the Downtown Economic Summit in March 2017 where business, government and community leaders agreed "business as usual" would not resolve the challenges resulting from an historic recession and record office vacancies.

The Fund offers opportunities for private sector companies, non-profits and public institutions making transformative investments in key industries and strategic sectors in Calgary. The projects will be catalysts for economic growth, diversification, increased employment, and expansion of the property tax assessment base.

Applications are subject to rigorous review against specific criteria and funds are paid once milestones are achieved:

- Economic benefits to Calgary
- Number and quality of jobs created
- Alignment with key industries and sectors
- Impact on innovation and sector ecosystems
- Leveraged funding and alignment with strategic initiatives
- Social benefits to Calgarians

“ This is one of the most rigorous review processes I have been involved with in terms of ensuring there is benefit for Calgary and alignment with the city’s economic goals.”

– Barry Munro, Board Chair, Opportunity Calgary Investment Fund

BY THE NUMBERS:

\$100 MILLION

Funds available

2

Projects approved
in 2018

180

Applications in 2018

\$6 MILLION

Funds allocated

The Opportunity Calgary Investment Fund is a wholly owned subsidiary of the City of Calgary with an independent Board of Directors that is administered by Calgary Economic Development. Applications are evaluated against numerous business criteria and subject to reviews by the OCIF Board as well as industry experts and third-party financial professionals. Any funding agreement worth more than \$10 million must be approved by City Council.

OPPORTUNITY CALGARY INVESTMENT FUND

BOARD MEMBERS:

Barry Munro

Partner, EY (Chair)

Carol Kitchen

President and CEO, United Farmers of Alberta

Cheryl Gottselig QC

Partner, Burnet, Duckworth & Palmer

Jeff Davison

Councillor Ward 6

Geeta Sankappanavar

President & COO, Grafton Asset Management

Ian Bruce

Former CEO, Peters & Co. Limited

Jim Gray

Chairman, Energy Group, Brookfield Asset Management

Naheed Nenshi

Mayor of Calgary

Michael Brown

President and CEO, Calgary Municipal Land Corporation

Steve Allan

Chair, Calgary Economic Development



2018 FUNDING RECIPIENTS:

MOBSQUAD:

Establishing its head office in Calgary, MobSquad is an innovative national staffing company that remotely “leases” software development talent to Silicon Valley clients from locations in Canada. The company located in downtown office space to accommodate the 150 people it will employ in tech roles and head office functions. Funding: \$1.5 million.



150

**JOBS IN TECH
AND HEAD OFFICE
FUNCTIONS**



150

**JOBS IN ADVANCED
MANUFACTURING**

ATTABOTICS:

Scaling up the manufacturing capacity of a robotic, automated warehouse storage system with new production lines and 150 new full-time positions in Calgary, ATTAbotics is seeking to transform logistics globally. The home-grown company’s technology is sought by global retail giants to reduce their storage space by 90 per cent. Funding: \$4.5 million



VIP Reception hosted by

calgary
be part of the

BUSINESS AND TALENT ATTRACTION:

SELLING THE WORLD ON CALGARY

To attract a record number of companies and top talent to Calgary means getting out on the road and aggressively selling Calgary's strengths in our core industries in key markets.

In 2018, our team blazed a trail to key markets around the world selling Calgary with investment and talent attraction missions, facilitating business-to-business meetings, connecting with global leaders in our key sectors, conducting media interviews, representing Calgary at major industry conferences, and activating attention-grabbing public relations campaigns.

Although our travels took us around the world, we established priority markets in five leading innovation centres - Vancouver, Seattle, San Francisco (Silicon Valley), Toronto and London, U.K, to promote the opportunities in Calgary.



Along with attracting companies looking to scale, access great talent, and be a part of an amazing community, we helped local companies recruit the critical talent to fill the skills gap so they can grow here. We were at talent attraction events including Techfest in Toronto and hosted our own tech talent fair and B2B session in Vancouver. Mayor Naheed Nenshi led several missions; including making the case for Calgary at New York Energy Week and at the World Economic Forum in Tianjin, China.



VANCOUVER TECH SHOWCASE:

FEATURED CALGARY COMPANIES AT B2B CONNECTION AND TECH TALENT RECRUITMENT EVENTS



TECHFEST TORONTO:

CONNECTED COMPANIES WITH BUSINESSES IN A KEY TECH MARKET EVENT WITH 1,000 ATTENDEES



295K
OF VIDEO VIEWS

NOTABLE ACTIVITIES

ENERGY ADVOCACY:

“CANADA, WE NEED TO TALK”

We added our voice to the dialogue on energy to reinforce the national importance of the industry while injecting some patriotic humor. Canada’s technology-driven, environmentally responsible energy sector should have access to global markets. Calgary is a centre of excellence for all things energy and the goal for the video is to help people find common ground.



1,500
NEW TECH-BASED
POST-SECONDARY
SPACES IN CALGARY

WORKFORCE:

BOLSTERING TECH EDUCATION

Calgary is well suited to be a centre of excellence for the Industrial Internet of Things with our industrial sectors, post-secondary institutions, head offices and workforce but we need to cultivate a stronger tech talent pool. After Amazon’s HQ2 location decision, we urged the Government of Alberta to address tech talent. Doing so will create 3,000 new post-secondary student spaces dedicated to technology by 2023, half of which will be in Calgary.

TRADE ACCELERATOR PROGRAM (TAP): BE LOCAL, GO GLOBAL

Companies looking for new markets for their products and services led to the launch of Canada's Trade Accelerator Program in 2018. The multi-session program is a dynamic, hands-on workshop to help small to medium-sized businesses strategically scale up and overcome the barriers to exporting. We hosted three of the cohorts during the year with 46 companies graduating and several quickly signing export agreements in new countries.



46

**GRADUATED
FROM TAP**

INNOVATION: CALGARY AS A LIVING LAB

Making Calgary a global hub for innovation to attract business got a boost when the City of Calgary and Calgary Economic Development launched the Living Lab initiative. It allows companies to test new technology on municipal properties. From drones flying over city landfills to autonomous vehicles at the Calgary Zoo to opening city infrastructure to create 5G-ready wireless zones, Calgary means business.



CALGARY FILM CENTRE:

The Calgary Film Centre was a busy location throughout 2018 hosting several major film and TV productions including HBO's hit series *Game of Thrones*, the BBC's *Tin Star* and the IMAX project *Asteroid Impact*. Grants from Project Lab went to 12 emerging filmmakers to tell Alberta stories. *Circle of Steel* by Gillian Mc Kercher was voted audience favourite at the Calgary International Film Festival and moved onto international film festivals.



12 FILMMAKERS AWARDED GRANT FUNDING THROUGH PROJECT LAB

CALGARY FILM CENTRE BOARD OF DIRECTORS:

Patricia McLeod, QC
Chair and Corporate Director

Steve Allan
Executive Chair

Debra Deane
Zedi

Jeff Davison
Councillor Ward 6

Quincy Smith
Dentons Canada





STARTUP CALGARY: INNOVATION WEEK LAUNCH

In November, Startup Calgary hosted the inaugural Innovation Week to showcase the ecosystem for entrepreneurs in Calgary by providing investor events and learning opportunities. Startup Calgary's signature annual event, Launch Party, was held during the week and more than 800 attendees were introduced to 12 innovative local companies. The first Start Alberta Tech Awards were the same week and Calgary companies and organizations took all 13 awards.



**800 ATTENDEES
AT LAUNCH PARTY**



**13 AWARDS FOR CALGARY
AT START ALBERTA TECH**

THANK YOU

ACTION CALGARY PARTNERS

Our business community has strong industry leaders in all our economic sectors. These game-changing companies want to be part of the solution in this city and have the opportunity to join us in leading a renewed effort to take control of our future, tell Calgary's story, and develop a diverse and vibrant economy. They help support the work we do to take Calgary's story to our key markets.

Becoming an Action Calgary Partner offers companies exclusive business-to-business and business-to-government networking opportunities, first consideration to participate on the boards and advisory committees at Calgary Economic Development as well as opportunities to participate in leadership forums with government and trade missions.

PLATINUM



GOLD



SILVER

AECOM

Aspen
PROPERTIES

ATCO

BIRCHCLIFF
ENERGY

BOW VALLEY
COLLEGE

Brookfield
Residential

creb

calgary TELUS convention
centre
be part of the energy

cenovus
ENERGY

大成 **DENTONS**

build better™
DIRTT

ENMAX

EVANS HUNT

EY
Building a better
working world

joe:
media group

jwr Trusted energy
intelligence.

KPMG

MNP

MOUNT ROYAL
UNIVERSITY
1910

RGO

SAIT

SUNCOR

sunesis

**UNIVERSITY OF
CALGARY**

WESTJET

wmc ::
the intersection of can and do

BRONZE

Axia FibreNet

Bennett Jones LLP

BOWEN Workforce
Solutions

Burnet, Duckworth &
Palmer LLP

Business Development
Bank Canada

Calgary Airport
Authority

Calgary Folk Music
Festival

Calgary Municipal Land
Corporation

Calgary Opera

Calgary Zoo

Cassels Brock &
Blackwell LLP

Cresa Calgary

First Calgary Financial

GE Canada

Glenbow Museum

GlobalFest

Haworth

Heritage Business
Interiors

KORITE

Nutrien

Osler, Hoskin &
Harcourt LLP

PwC

RedPoint Media

Rogers

Communications
Canada

Royal LePage
Benchmark

RPC Group Inc.

RSM Canada

St. Mary's University

Stone-Olafson

Theatre Calgary

Trico Homes

V Strategies Inc.

YMCA Calgary



 facebook.com/calgaryeconomic

 twitter.com/calgaryeconomic

 linkedin.com/calgaryeconomic

 instagram.com/lifeincalgary

calgaryeconomicdevelopment.com

calgary economic
development
be part of the energy™