



November 2022

LESSONS FOR CALGARY'S INNOVATION ECOSYSTEM

calgary economic
development
be part of the energy™



INTRODUCTION

As we embrace technology and innovative thinking to create solutions to some of the world's greatest challenges, Calgary's growing innovation ecosystem will play a critical role.

In 2021, Calgary Economic Development tested the economic strategy, [*Calgary in the New Economy*](#), against key global trends and competitive jurisdictions worldwide. The intention was to refine the strategy and set a path forward toward a more diversified and resilient economy that is inclusive and accessible for all.

The strategy is now focused on five drivers of economic growth and advancement: talent, innovation, livability, business environment and brand. It supports City Council's Strategic Direction 2023-2026 to prioritize economic, social and climate resilience in planning for our future. It sets out an ambitious vision for the city:

Calgary is the place where bright minds and big ideas come together with an unmatched spirit to help solve global challenges.



To deliver on the economic strategy, Calgary Economic Development engaged RSM Canada to conduct research on a path to accelerate the advancement of the innovation ecosystem in Calgary. That research is the basis of a three-part report released by Calgary Economic Development in 2022.

Brief 1: [*The State of Calgary's Innovation Ecosystem*](#)
(June 2022)

Brief 2: [*Global Innovation Ecosystems Review*](#)
(August 2022)

Brief 3: [*Lessons for Calgary's Innovation Ecosystem*](#)
(November 2022)



RSM assessed Calgary's current state to understand key strengths, weaknesses, opportunities and threats the city faces. RSM then identified leading jurisdictions globally, their key assets and how they have contributed to advancement of the innovation ecosystem.

Following the jurisdictional review, lessons and key insights were identified for Calgary's innovation ecosystem. They are the focus of this report. The eight key insights explore areas of growth for Calgary. They highlight the collaborative efforts currently underway that will advance Calgary's innovation ecosystem.



KEY INSIGHTS FOR CALGARY'S INNOVATION ECOSYSTEM



Insight #1

INNOVATION DISTRICTS & HUBS SPUR UNIQUE COLLISIONS & COLLABORATION

Innovation districts foster collaboration and creative collisions through proximity between key innovation assets like infrastructure, post-secondary institutions, private sector, and business accelerators and incubators. Opportunities for collision within an innovation ecosystem reduces time required for the iteration of ideas and market testing.

The innovation districts referenced in the [Global Innovation Ecosystems Review](#) are typically not run by universities or government. The innovation landscape can change rapidly. These organizations are often seen as less nimble; catching up to ecosystem progress. They also have funding constraints and annual budget changes. The most successful innovation districts are run by an independent institution (such as a non-profit organization) or a collective of institutions.

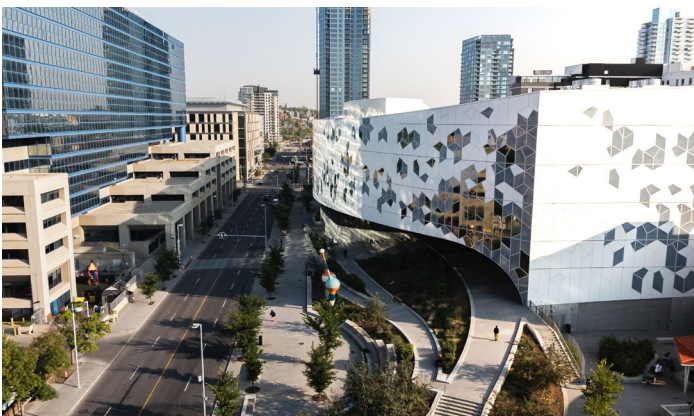
Calgary does not currently have a well-known innovation district or hub. Jurisdictions like Austin, Toronto-Waterloo and Montreal have created innovation districts and/or hubs that become areas of knowledge transfer, validation and feedback through enhanced collaboration.



Aligned with this need, the University of Calgary and Platform Calgary established University Research Park in 2018.¹ The University Innovation Quarter – formerly known as the University Research Park – is recognized as integral to Calgary's innovation ecosystem but has not reached its full utilization. In addition, Innovate Calgary is the innovation company of the university, offering resources, facilities, and expert guidance from ideation to commercialization.

Platform Calgary also opened the Platform Innovation Centre in downtown Calgary in 2021, which serves as a resource and space to foster and grow great ideas. Additionally, Calgary Economic Development, [Opportunity Calgary Investment Fund](#) (OCIF), The City of Calgary, Platform Calgary and other stakeholders have been working to determine a scope for a future innovation district. Creation of an innovation district is a priority for these organizations and collaboration is critical to achieve this common goal.

Calgary Economic Development is also a member of the Calgary Innovation Coalition, a group of local organizations that collaborate to support innovation-driven entrepreneurs, startups and enterprises, supported by Alberta Innovates' Regional Innovation Network program.



¹University of Calgary. (November 16, 2018). Retrieved from <https://ucalgary.ca/news/university-calgary-launches-transformative-changes-university-research-park>



Insight #2

“ROLE MODEL” FIRMS/ORGANIZATIONS SERVE AS VISIONARY INFLUENCERS

Austin, Helsinki and Toronto-Waterloo benefited significantly from a “role model” firm that scaled to have a global presence. Leaders at these firms also engage, reinvest and enthusiastically influence their respective innovation ecosystems.

Founded in Austin, Dell significantly contributed to the growth of the city. Austin is one of the fastest growing metropolitan areas in the United States, attracting over 65,000 people on an annual basis.² It draws world-class tech talent to its innovation ecosystem, competing with the likes of Silicon Valley and Seattle.

The innovation culture in Helsinki, Finland, is highly tied to NOKIA: one of the first firms in the world to apply the open innovation concept.³ The unique corporate culture of NOKIA has transcended beyond the corporation, as companies now build cultures with similar innovative environments. NOKIA made major early investments into areas such as medical technology; now, Finland is known as one of the world’s medical hubs.



BlackBerry catalyzed Toronto-Waterloo as one of the largest firms to come out of the region. It continues to invest in the innovation ecosystem to this day and has partnered with the University of Waterloo for over three decades.⁴ It is a founding member of the Gateway for Enterprises to Discover Innovation (GEDI), a platform that assists in partnerships between academia and the corporate world.

Calgary does not have a similar story of a ‘role model’ firm integral to its innovation ecosystem. However, there are several anchor companies in the increasingly tech-oriented energy sector. Despite no ‘role model’ firm, Calgary has produced \$1 billion valuation tech unicorns like Benevity and Neo Financial; both companies have had meteoric rises in recent years. Successful local and international companies like IBM and Symend are also reinvesting in the city. There is always potential for a firm to make an impact like that of Dell, Blackberry or NOKIA. Greater emphasis should be placed on celebrating and amplifying success stories of Calgary’s innovation ecosystem.



²Austin Business Journal (2017). Dell is no longer Austin’s largest employer. Retrieved from <https://www.bizjournals.com/austin/news/2017/07/21/dell-is-no-longer-austins-largest-employer.html>

³Bosworth, M. (2014, January 31). The upside to being let go by Nokia. Retrieved from <https://www.bbc.com/news/magazine-25965140>

⁴University of Waterloo. (2021, May 12). BlackBerry and the University of Waterloo Expand Partnership to Create First Ever Joint Innovation Program. Retrieved from <https://uwaterloo.ca/news/media/blackberry-and-university-waterloo-expand-partnership-create>



Insight #3

INNOVATION ECOSYSTEMS THRIVE BY COLLABORATING TO SOLVE INDUSTRY CHALLENGES

Jurisdictions outlined in the [Global Innovation Ecosystems Review](#) scaled their ecosystems by connecting entrepreneurs and startups with corporate partners. For instance, Blackberry sponsors several programs at the University of Waterloo, which excels at solving industry challenges with a focus on real-world experience through co-op programs across faculties and programs.

There is a need to collaborate and align on a common vision to solve industry challenges. Environment, Social and Governance (ESG) targets and consistencies within reporting and sustainability mandates is one example. Universal, multifaceted challenges like ESG and sustainability will require partnerships between academia and industry. Such collaboration takes a concerted effort and alignment on an overarching vision, but when executed purposefully, has positive longstanding impact.

There are new programs in Calgary that recognize the importance of industry involvement early on, particularly at the post-secondary level.



AltaML launched the Applied AI/ML Lab to provide internships for people working to solve global challenges with industry partners TransAlta, Suncor and Spartan Controls. Alberta IoT launched its Entrepreneur Fast Track Program to connect entrepreneurs with established firms to demonstrate the route to commercialization. While these initiatives are more recent in the Calgary ecosystem, equivalent partnerships and collaborations have been taking place in other jurisdictions for many years.

In 2022, Calgary Economic Development, the Government of Alberta and the seven post-secondary institutions in Calgary established a Work-Integrated Learning program to grow a skilled talent pool and equip students with practical real-world experience to thrive in the new, digital economy. Students will have access to an online portal where they are matched with paid work-integrated learning opportunities. This will allow them to harness existing skill sets as well as develop new ones directly within industry.





Insight #4

EMBRACING EDIA UNLOCKS NEW POSSIBILITIES

RSM's research found consensus on the importance of Equity, Diversity, Inclusion and Accessibility (EDIA) of under-represented groups, including women, Indigenous Peoples, immigrants, minorities, youth, LGBTQ2+ and people with disabilities. Diverse perspectives are assets to innovation and the startup and tech community. Each group has unique challenges and needs to be recognized and advanced. When the innovation ecosystem fully embraces diversity and differing backgrounds, Calgary can truly explore all that is possible.

Other jurisdictions embrace entrepreneurs from under-represented groups, contributing to a thriving ecosystem.⁵ Israel recognized the potential of their immigrant population, most having a deep science and engineering background. This is tied to the rise of high-tech opportunities within Israel and the implementation of the Foreign High-Tech Experts Incentive Program in 2018.



This program is designed to alleviate challenges with hiring foreign experts from abroad, specifically for high-tech companies. It expedites the process to get a working visa with the option for extension after the first year. The program also helps spouses of foreign experts obtain visas.⁶ Within industry, companies such as eToro or Lightico are looking to hire immigrants regardless of tech experience because of their diversity of perspectives and other valuable skills.⁷



A survey conducted by RSM noted an increase in business and financial supports and networks for female-identifying entrepreneurs in Calgary. However, resources and networks for entrepreneurs of other equity-deserving communities were not as prevalent.

In response to the community's growing demand for talent, the Government of Alberta launched the Alberta Advantage Immigration Program Accelerated Tech Pathway in January 2022. The immigration stream provides expedited processing to foreign workers who are working for or have a job offer with an Alberta-based tech industry employer in an eligible tech occupation.

EDIA is important for talent attraction, retention and the vibrancy of a community. There is work to do to better understand the existing challenges to attracting and retaining world-class talent to accelerate the innovation ecosystem.

⁵Calgary Economic Development. (August 25, 2022). Global Innovation Ecosystems Review. Retrieved from https://www.calgaryeconomicdevelopment.com/assets/Reports/CED-2022_Global-Innovation-Ecosystem_Review.pdf
⁶Innovation Israel. (n.d.). Retrieved from <https://innovationisrael.org.il/en/program/visas-foreign-high-tech-experts-incentive-program>
⁷Haaretz. (October 12, 2021). Israel's High-Tech Staff Shortage Gives Immigrants a Rare Chance. Retrieved from <https://www.haaretz.com/israel-news/2021-10-12/ty-article/premium/israels-high-tech-staff-shortage-gives-immigrants-a-rare-chance/0000017f-62c-d47e-a37f-ff3c0970000>



Insight #5

GOVERNMENT CAN DE-RISK EARLY-STAGE INVESTMENTS

Governments and related agencies have historically played a key role in the advancement of innovation ecosystems. This was often achieved by de-risking early-stage startups through non-dilutive funding. Recently there have been calls to reconsider government procurement processes to support local innovation ecosystems.

The use of non-dilutive funding can alleviate challenges associated with equity requirements of accelerators. Early equity requirements may inhibit future rounds of raising equity with venture capital or private equity firms. This may prove to be disadvantageous in the long run, slowing future growth potential for startups.

Israel and Texas provided non-dilutive funding to local startups through the Technological Incubators Program and the Texas Emerging Technology Fund, respectively. These were important mechanisms to increase accessibility to funding and growth as they nurture the development of ideas into exportable products and support the formation of new business ventures.⁸



For Calgary, funding sources such as the Opportunity Calgary Investment Fund (OCIF) and Uceed (a University of Calgary investment fund)⁹, can help nurture a scaleup environment in Calgary.

OCIF investments are forecasted to help create or scale hundreds of startups and scaleups in Calgary. At the end of 2021, investments by OCIF were projected to spur up to \$680 million in economic activity over 5 years.¹⁰

Provincial programs such as the Government of Alberta's Major Innovation Fund allocates millions of dollars each year to eligible research and innovation projects.¹¹ Other programs such as Alberta Innovates Digital Traction Pilot Program¹² or the Alberta Export Expansion Program¹³ provide startups and small and medium-sized enterprises funding for growth expenses.

Governments can also consider more innovative and supportive localized procurement processes. There may be opportunities to build strategic or reciprocal relationships with startups as first-buyers or innovative large corporations.



⁸Israel Business Connection. (n.d.). Retrieved from <http://www.israelbusiness.org.il/startingyourbusiness/technologicalincubators>

⁹University of Calgary. (n.d.). Retrieved from <https://www.ucalgary.ca/uceed/uceed>

¹⁰Opportunity Calgary Investment Fund. (2021). 2021 Annual Report. Retrieved from https://www.calgaryeconomicdevelopment.com/assets/Reports/OCIF-2022_Annual-2021-FINAL.pdf

¹¹Government of Alberta. (n.d.). Retrieved from <https://www.alberta.ca/major-innovation-fund.aspx>

¹²Alberta Innovates. (June 29, 2021). Retrieved from <https://albertainnovates.ca/app/uploads/2021/07/Alberta-Digital-Traction-Program-Guide-FINAL-2021-06-29.pdf>

¹³Government of Alberta. (n.d.). Retrieved from <https://www.alberta.ca/alberta-export-expansion-program.aspx>



Insight #6

INCUBATORS, PRE-ACCELERATORS & ACCELERATORS CREATE A PIPELINE OF STARTUPS & INCREASE THE PROBABILITY OF SCALE-UP SUCCESS

Business incubators, pre-accelerators and accelerators create high-density innovation funnels, increase investments and jumpstart innovation hubs.

These assets act as low-risk gatekeepers in the process of ideation. Pre-accelerators help entrepreneurs formulate an idea and understand market fit. Higher acceptance rates and more pre-accelerators in an ecosystem will foster a steady stream of high-quality startups entering accelerator programs, ultimately leading to better success rates for scaleups.

Corporations also recognize the importance of incubators and accelerators. New innovations and technology maintain or increase competitiveness and provide opportunities for investment diversification. For startups, the opportunity to work with leading local and global corporations early in their development process means better alignment with industry needs.

Montreal's innovation district – Société Quartier de l'Innovation de Montréal – has more than 20 collaborative incubators and accelerators, working with the four partner universities and over 1,000 researchers.¹⁴ The initiation of the Technological Incubators Program in Israel also hosted 25 incubators positioned to scale startups.¹⁵

Calgary has seen a surge of incubators and accelerators coming to market over the past few years. Platform Calgary reported that there were almost 50 business accelerators in Calgary in 2022.

Plug and Play, a best-in-class accelerator from Silicon Valley, located its Alberta office in Calgary and is focused on sustainability and health.

OCIF, the Alberta Ministry of Agriculture and Forestry, Olds College of Agriculture and Technology and Alberta Innovates provided up to \$2.5 million to support Silicon Valley agribusiness accelerator SVG Ventures | THRIVE to establish its Canadian headquarters in Calgary.¹⁶ Endeavor Canada, a global network of entrepreneur support, opened its Canadian operations in Calgary in 2021.¹⁷ Avatar Innovations, Creative Destruction Lab-Rockies and Thin Air Labs are Canadian business accelerators that received support from OCIF to establish or expand operations in Calgary.¹⁸

The recognition Calgary is gaining with best-in-class accelerators headquartered and capital invested in the city's innovation ecosystem is promising. It will take time for accelerator cohorts to graduate, raise capital and scale. Measuring the impact of these accelerators over time will indicate growth and opportunities for improvement.



¹⁴Quartier de l'Innovation de Montréal. (n.d.). Retrieved from <https://quartierinnovationmontreal.com/en/about/who-we-are/>

¹⁵Wyllie, C. (2011). Vision in venture: Israel's high-tech incubator program. Retrieved from <https://doi.org/10.4161/cic.10.6.15366>

¹⁶Retrieved from <https://albertainnovates.ca/impact/newsroom/svg-ventures-thrive-supporting-canadian-agricultural-startups-through-new-calgary-hq/>

¹⁷Calgary Economic Development. (March 30, 2021). Endeavor Canada Selects Calgary for National Office. Retrieved from <https://www.calgaryeconomicdevelopment.com/newsroom/endeavor-canada-selects-calgary-for-national-office/>

¹⁸Opportunity Calgary Investment Fund. (n.d.). Retrieved from <https://www.opportunitycalgary.com/news/>



Insight #7

MATURE ECOSYSTEMS HAVE A CRITICAL MASS OF SCALE UP INVESTMENTS

To successfully mature, an innovation ecosystem needs to move from pre-seed and Series A funding to Series B and C scale up investments.

Calgary, when compared with jurisdictions in the Global Innovation Ecosystems Review, has a similar number of startups and firms. Compared with Montreal, Calgary recorded more total funding rounds in the first half of 2022 (*Figures 2 and 3*). However, half of Calgary investment deals are at the pre-seed level (Figure 3).

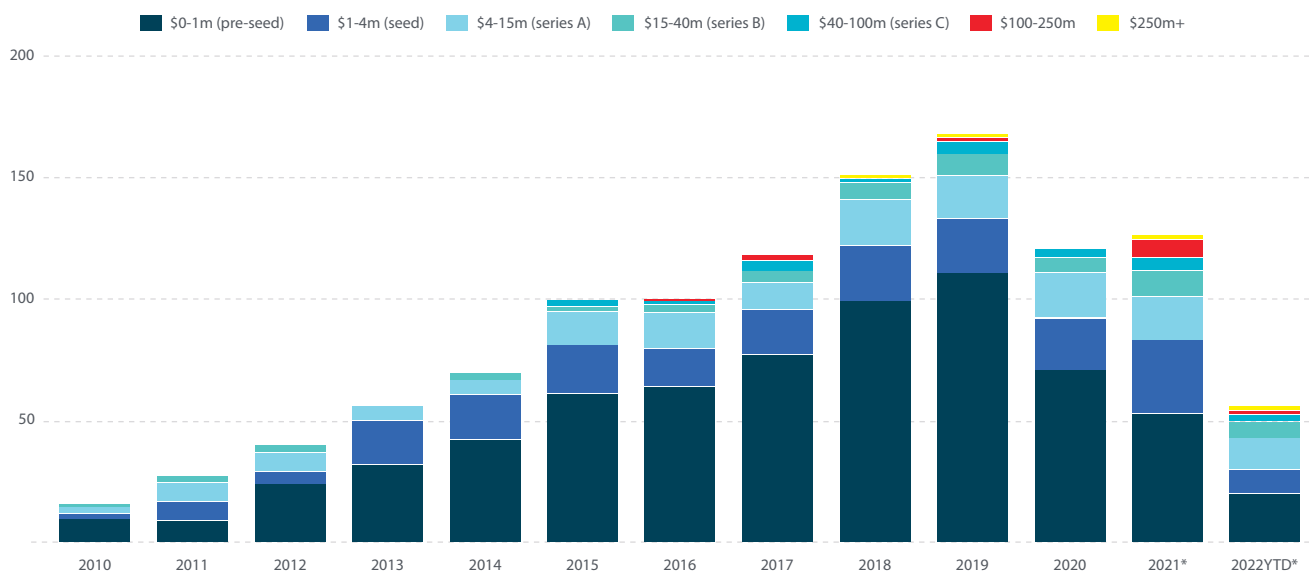
The concentration of Series A, B and C investments in Montreal relative to number of deals (55 as of September 2022) is greater than in Calgary (19 as of September 2022). Montreal outpaced Calgary in amounts of later-stage funding: \$235 million of Series C funding invested in Montreal¹⁹, compared with \$145 million in Calgary²⁰ as of September 2022.

Calgary set a quarterly venture capital record of \$433 million in the first quarter of 2022.²¹ While the city is experiencing record levels of venture capital investment, addressing scaleup funding so startups stay to grow will be critical to continue the momentum and maturation of its tech innovation ecosystem.



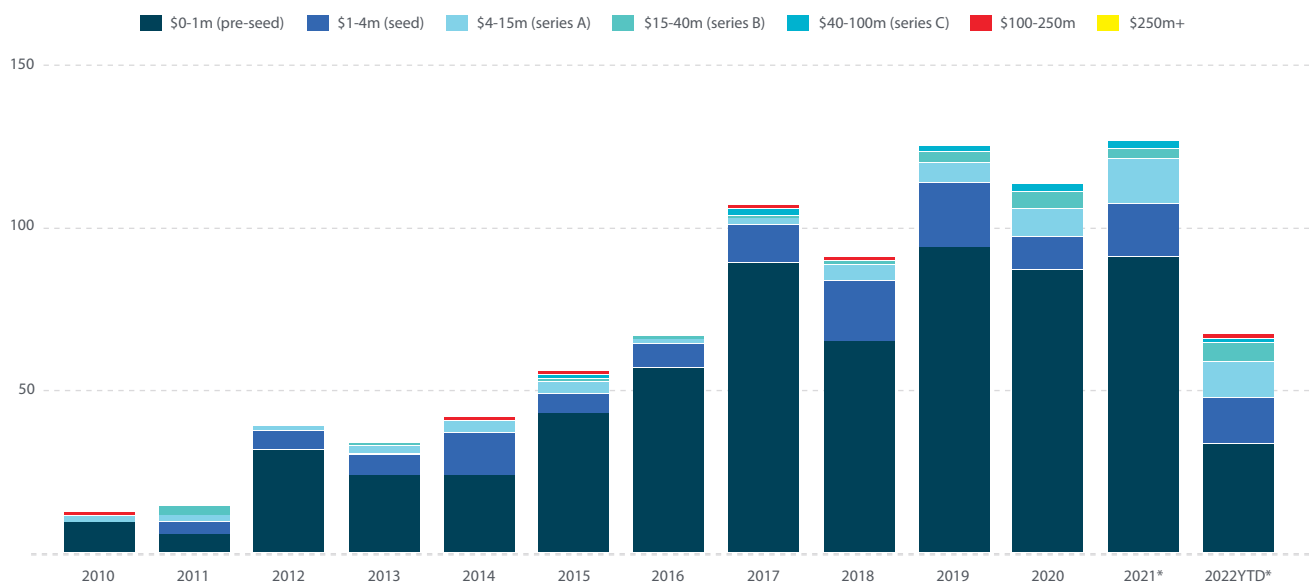
¹⁹https://app.dealroom.co/transactions/rounds/figrowth_stages/not_mature/rounds/anyof_SERIES%20C_not_GRANT_SPAC%20PRIVATE%20PLACEMENT/slug_locations/anyof_montreal/tags/not_outside%20tech/years/anyof_2022/chartDataKey=amount&showStats=YEAR&sort=amount&statsType=rounds
²⁰https://app.dealroom.co/transactions/rounds/figrowth_stages/not_mature/rounds/anyof_SERIES%20C_not_GRANT_SPAC%20PRIVATE%20PLACEMENT/slug_locations/anyof_calgary/tags/not_outside%20tech/years/anyof_2022/chartDataKey=amount&showStats=YEAR&sort=amount&statsType=rounds

²¹CVCA. (2022). Venture Capital Canadian Market Overview. Retrieved from <https://www.cvca.ca/research-insight/market-reports/q1-2022-vc-pe-canadian-market-overview>



Note: due to reporting lag, the last 12 months are systematically under reporting on rounds especially small rounds. Contact us for corrected estimates.

Figure 2. Number of deals in Montreal across various funding types²²



Note: due to reporting lag, the last 12 months are systematically under reporting on rounds especially small rounds. Contact us for corrected estimates.

Figure 3. Number of deals in Calgary across various funding types²³

²²https://app.dealroom.co/transactions/rounds/?growth_stages/not_mature/rounds/not_GRANTED_SPAC%20PRIVATE%20PLACEMENT/slug_locations/anyof_montreal/tags/not_outside%20tech/years/anyof_2022?chartDataKey=count&showScale=absolute&showStats=true&sort=-amount&statsType=rounds

²³https://app.dealroom.co/transactions/rounds/?growth_stages/not_mature/rounds/not_GRANTED_SPAC%20PRIVATE%20PLACEMENT/slug_locations/anyof_calgary/tags/not_outside%20tech/years/anyof_2022?chartDataKey=count&showStats=YEAR&sort=-amount&statsType=rounds



Insight #8

STORYTELLING BUILDS MOMENTUM AND CHANGES PERCEPTIONS

Sharing successes and building awareness of an innovation ecosystem attracts and retains people and investment. Calgary is an emerging startup and innovation ecosystem with unicorn valuations across various sectors, including fintech and life sciences.

With a growing tech talent pool, the city ranks 28th out of the top 50 North American markets in CBRE's 2022 Scoring Tech Talent report.²⁴ Bringing these success stories to local and international markets will build Calgary's reputation as a global tech city.

As a recognized leader in the energy sector, this leadership must be leveraged to complement the story of a transitioning city; a city of 'and', not 'or' energy business and career opportunities. Calgary's energy expertise and global perspective is the foundation to attract world-class companies and talent to bolster the innovation ecosystem across other industries.

There is an opportunity to amplify Calgary's story as an ambitious city full of optimism and opportunities available to youth, prior to post-secondary. Raising awareness about the momentum in Calgary's innovation ecosystem across diverse sectors to young Calgarians can help retain top talent.

The full story of Calgary's innovation ecosystem will take time to build. Structural changes will not happen overnight, and the funnel of opportunity will take time to incubate and scale. There will be successes and failures. Regardless, Calgary has the same building blocks of leading jurisdictions that got them to where they are today.



²⁴CBRE. (2022). Scoring Tech Talent 2022. Retrieved from <http://cbre.vo.llnwd.net/jrgrservices/secure/2022-Scoring-Tech-Talent.pdf?e=1663174216&h=3bd4bb69cf10b2d63e27cd7d0e90764>



CONCLUSION

Calgary is a leader in key sectors of the Canadian economy including energy, agribusiness and transportation and is advancing its growing innovation ecosystem.

As detailed in the first brief of this three-part report, [*The State of Calgary's Innovation Ecosystem*](#), key players, like large corporates and Post-Secondary Institutions (PSIs), are collaborating to drive commercialization of research to solve global challenges.

The city has many strengths: established companies such as Enbridge, Suncor, Canadian Pacific Rail and WestJet Airlines, a new generation of entrepreneurs innovating in key sectors, top-ranked PSIs, a growing number of business accelerators and ecosystem-support organizations, and record venture capital investment.

Research conducted by RSM Canada on the characteristics of top centres for innovation informed the second brief: [*Global Innovation Ecosystems Review*](#). Insights from Austin, Greater Helsinki, Tel-Aviv, Montreal and Toronto-Waterloo were applied to Calgary.

The following recommendations, both areas of opportunity and risks, were put forward to ensure Calgary is competitive on the global stage.

Areas for Opportunity

1. Innovation Districts foster collaboration and creative collisions: Proximity and concentration of assets in innovation districts are characteristics of thriving cities, where talent is pooled and leads to collaboration naturally.

- 2. Role model firms serve as visionary influencers:** Homegrown success stories and role-model organizations can re-invest resources back into their ecosystems and help others leapfrog and accelerate growth trajectories.
- 3. Ecosystems thrive by collaborating to solve industry challenges:** Collaboration by major corporations, startups, entrepreneurs and PSIs accelerates real-world application and commercialization of solutions to complex issues.
- 4. Equity, Diversity, Inclusivity and Accessibility (EDIA) unlocks possibilities:** Having a diversity of experiences, perspectives and education leads to more creative solutions for business, PSIs and government.
- 5. Governments can de-risk early-stage investments:** Governments have an important role to play to de-risk early-stage high-growth companies through tax and other policies or investment vehicles.
- 6. Incubators and accelerators create a pipeline for start-up success:** There needs to be enough incubators, pre-accelerators and accelerators to support both successful and unsuccessful ideas so those that are successful can become scaleups.
- 7. Mature ecosystems have a critical mass of scale-up investment:** Significant late-stage and long-term investment is needed to attract more investment and confidence and build mature sectors.
- 8. Storytelling builds momentum and changes perceptions:** A strong narrative told widely creates a snowball effect, building excitement and helping enhance perceptions.



Areas of Risk

- 1. Inability to attract and retain talent:** This is a fundamental challenge facing every tech and innovation jurisdiction, as startups, scaleups and large companies struggle to find and attract talent with the right mix of skillsets.
- 2. Deterioration of business environment:** Future economic forces or changes in government policies could impact business environment conditions and could undermine Calgary's ability to compete globally.
- 3. Failure to capitalize on current momentum:** Calgary cannot allow its surge in investment in 2021 and 2022 by leading global firms, venture capitalists and local companies to diminish. A lack of access to capital could impede growth of our innovation ecosystem.

The Path Forward

Innovation is a key driver of the economic strategy [Calgary in the New Economy](#) and we are building from a solid existing foundation that provides a platform for sustained growth. Our goal is to support a creative hub that houses a growing startup and tech community that turns ideas into real world solutions.



Collaboration by the key players and leaders will be critical to advance Calgary's position as a centre for tech and innovation. For example, the creation of Innovation Districts and Hubs is underway in Calgary and the best opportunity to succeed is through continued public-private partnerships.

Calgary Economic Development's multi-year [Live Tech, Love Life](#) talent attraction (national and international focused) and retention (locally focused) campaigns are telling more people about the career and lifestyle opportunities our city offers.

Vehicles like the Opportunity Calgary Investment Fund and the Alberta Scale Up and Growth Accelerator Program attract top business accelerators and invest in promising local startups. They demonstrate how government funding programs help de-risk early-stage investments.

The entrepreneurs behind successful startups must embrace the opportunity to reinvest in Calgary's ecosystem.

It could take the form of developing Calgary's young and talented workforce, industry partnerships, and working closely with PSIs. Calgary has a history of this type of reinvestment, a recent example being the founders of SkipTheDishes moving on to found Neo Financial, now one of Calgary's latest unicorns.

The city's innovation ecosystem must prioritize embracing and recognizing equity, diversity, inclusion and accessibility for under-represented groups. This ensures our ecosystem is firing on all cylinders and is benefitting all communities in our city.

The recommendations presented in this final brief outline a path forward for our innovation community to work together to scale and grow.

calgary economic
development
be part of the energy™

calgaryeconomicdevelopment.com