

**Calgary Economic Development  
is a conduit, connector, catalyst  
& storyteller**

# **The Future of Work**

July 19, 2016

**calgary** economic  
development  
be part of the energy™

# Agenda

## A 21<sup>st</sup> Century Approach to Economic Development:

*(And how **not to** squander a  
recession)*

# Calgary Economic Development

We work with business, government and community partners to position Calgary as the location of choice for the purpose of attracting **business attraction & investment**, fostering **trade** and developing Calgary's **workforce**.

We are a steward of the 10-Year Economic Strategy for Calgary: **Building on our Energy**

As conduit, connectors and catalyst, we collaborate to accelerate **purposeful diversification**, embrace **shared prosperity** and build a **strong community**.

We are a **not-for-profit** corporation funded by the City of Calgary, community partners, other orders of government and the private sector

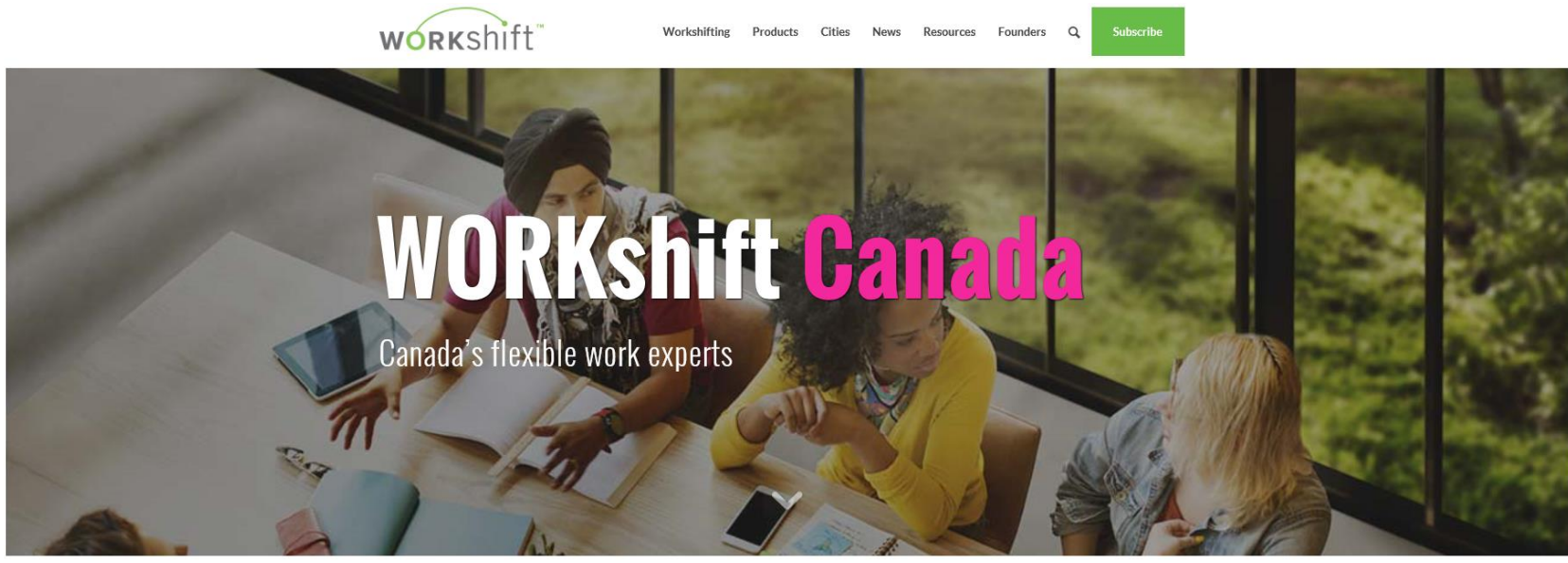


# Spectrum of activity



# Flexible work and Economic Development

## In Calgary since 2008



TRANSFORM YOUR WORKPLACE INTO A  
**MORE EFFICIENT, PRODUCTIVE AND  
ENGAGING ENVIRONMENT.**

### FOR EMPLOYERS

Improving employee productivity and engagement while  
optimizing your real estate footprint

### FOR CITIES

Make your community more attractive to individuals and  
corporations

# Distributed Work



## WORKshift is:

A management culture by which employees are empowered to **work where and when they are most effective** with a focus on results rather than presenteeism.

# Trends

*Mobility is not going to moderate*

45%

The amount of the day that employees actually spend at their desks.

*Has technology's promise to create work/life balance failed?*

75%

Increase in virtual collaboration from 2011-2012

GENSLER RESEARCH

82% of companies of Forbes 2011 100 best companies to work for offered flexible work options

"In 2019, Gen X will finally be in charge. And they will make some big changes."

GLOBAL LEAD

TODAY CANADIANS ARE MORE STRESSED OUT THAN EVER BEFORE.

Canadian cities report some of the worst congestion in the world

There are more mobile connections being made each day than people being born.

"If you understand the Net Generation (Y), you will understand the future. You will also understand how our institutions and society need to change today."

DON TAPSCOTT

76%

Total working-at-home population that work for the for-profit sector

BYOD



One quarter of all meetings are now virtual

COLLABORATION VS PRESENTEEISM

# Acceptance Management

At any given time, about 1/3 of all professionals are working remotely. source: HOK benchmark study

Individual offices can sit empty 80% of the time. source: Herman Miller research study

While in the office, people spend less than 50% of their workday at their desk source: CBRE research

**Only 49% of office desks are in use at any one time** during standard office hours.  
Source: Johnson Controls Global Workplace Solutions Workplace Strategy



## WORKshift is:

**A business-friendly, environmentally responsible strategy** that promotes increased employee productivity, reduces unnecessary commutes and reduces the strain on public transportation and roads

# City partners



**CITIES**



THE CITY OF  
**CALGARY**

*Proudly serving a great city*



**METROLINX**

An agency of the Government of Ontario



# For cities

A turn-key approach with a trusted process and brand to **promote remote work and accelerate adoption** in cities



# WORKshift: a new tool in economic development

## Workforce

- Attract talent & business
- Market talent internationally

## Society

- Reduce congestion
- Improve livability
- Reduce stress on infrastructure
- Reduce CO2 emissions
- Disaster preparedness

# For organizations

## THE GOODS: A sneak peek at the WORKshift Playbook

Whether you're building the business case or designing a WORKshift program from scratch, we've got you covered.



Business Case



Governance



Feasibility  
Analysis



Management  
Buy-in



Program Model



Strategy

a. Real Estate  
b. Technology  
c. Human Resources



Communications



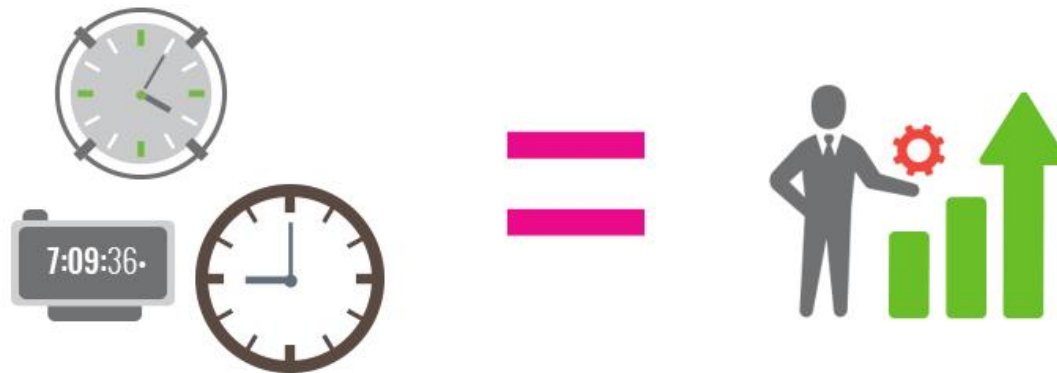
Training

# Research

1. What is the degree to which Canadian talent is **connected** to their work?
2. How important is **flexibility**?
3. What role does **technology** play?

# What we found

“53% of Canadian employees are most productive outside of traditional work hours.”



**WORKshift**<sup>TM</sup>  
#WORKSHIFTING


# What we found



Employees that are able to work flexibly are **21% more engaged**

High engagement **increases by 89%** (from 18% to 34%)





*“Workshifting positions us  
(Calgary) as progressive,  
innovative and adjusting to  
workplace demands.”*

**MARY MORAN**

PRESIDENT AND CEO  
CALGARY ECONOMIC DEVELOPMENT

**WORKshift**<sup>™</sup>  
#WORKSHIFTING

**“Please Lord, grant us one more boom and we promise not to pi\*\* it away this time”**



...it's not 1983

# Talent Hub: a snapshot

We will help Calgary export our expertise, while retaining our talent

# 2 primary models

**1**

## Hire remote workers

- ✓ Project-based work
- ✓ Access to the talent
- ✓ Co-work spaces
- ✓ WORKshift model

**2**

## Establish satellite offices

- ✓ Potential longer term initiative
- ✓ Access to talent
- ✓ Absorb commercial real estate

# Objective

We will get unemployed Calgarians back to work

**Diversify the economy**

**Absorb office vacancies**



# Our Product

What we are known for:

**World-class engineers, geoscientists,  
HSE and project managers** with experience  
in large-scale, capital-intensive infrastructure projects

# Talent Hub initiative: CED's "wild child"

- Deviation from traditional economic development activity
- Short-term project (2 years)
- Focus is quick wins, experimentation, agile
- Matching surplus Calgary talent with projects outside of our region
  - Toronto
  - Vancouver
  - California
  - Mexico
  - Iran
  - Etc



# Matching supply and demand

## Quantifying and **validating supply**

- Engineers: Petroleum, mechanical, civil
- Network IT professionals, systems analysts
- Geoscientists
- Drillers
- Financial services professionals

# Uncovering demand

Supply data will be used to identify **key projects with a talent deficit** that we can satisfy

- Clusters in US with heavy focus on infrastructure
- Energy sector opportunities: Iran, Mexico
- Clean tech and renewable energy
- Ag Biz

Leverage Calgary opportunity: talent+RE to satisfy project needs  
(wedge into longer term partnerships with YYC)

# Call to action

- 1. Need talent?**
- 2. Developing a distributed work strategy?**
- 3. Support for your internal workplace transformation**



**thank you.**

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