

2019 Business Plan Matrix - Template



Strategic Objectives	Activities	Outcomes	Progress (R/Y/G) Budget 2019
High Performing and Engaged Team impact measures*: <ul style="list-style-type: none">Achieve overall staff engagement of 70%Achieve 80% in overall Board assessment in Board surveys			
1A Establish a great place to work environment with engaged and empowered employees	<ul style="list-style-type: none">Enhance Human Resource processes (job descriptions, onboarding, training, staff surveys and performance reviews)Live our values, vision, culture and brand in supporting and collaborating with each otherEnsure adaptive and effective workspace including WORKshift and transition to Office 365Continually assess the decision-making processes against values, corporate and Economic Strategy.Conduct regular performance and progress meetings with every employeeDeploy semi-annual quarterly employee surveysContinue to host Culture Club events	<ul style="list-style-type: none">80% of employees feel a shared sense of purpose70% employees would recommend Calgary Economic Development as a place to work	
1B Cultivate Board Engagement	<ul style="list-style-type: none">Implement changes to Calgary Economic Development governance structure as proposed by Finley and AssociatesCalgary Film Centre and Opportunity Calgary Investment Fund are reported to Calgary Economic Development Board on routine basisBoard supports Action Calgary program with leads and reviews progressBoard is regularly engaged and updated on implementation progress of “Calgary in the New Economy” strategic plan and provides guidance and support to CED for its related activityCG&E’s and other Committee’s terms of reference are amended to reflect changes in governance structure and approach and to align to current issues and practices including board diversity, skills, size and successionOversee that Board Evaluations completed on Directorpoint subsequent to each Board meeting and are regularly reviewed and actioned including rating on strategic conversations	<ul style="list-style-type: none">80% response rate to board evaluation surveys75% of Board satisfied with time spent on strategic conversations	
1C Develop and prioritize skills and build talent pipeline accordingly	<ul style="list-style-type: none">Develop and implement training plans for all employees (includes cross-training and job shadowing and mentoring)Continue to develop and implement leadership trainingContinue to deploy lunch and learns for additional trainingProvide up to date technology, tools and training to increase individual and overall effectiveness	<ul style="list-style-type: none">80% of employees feel they have the training and resources to excel at their job	

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- Only impact measures will be reported to the Board and external stakeholders.
- High Performing and Engaged Team indirectly supports Calgary Economic Development’s capacity to implement Calgary in the new economy.
- Activities specifically supporting Calgary in the new economy are highlighted in RED.

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Exceptional Client Service impact measures*: <ul style="list-style-type: none">• Non-core revenue targets achieved (AC and government)• 80% of Economic Strategy stakeholders agree positive progress is being made• 83% favourable impression (79% Spring 2018) of Calgary Economic Development			
2A Deliver consistent, fit-for-purpose client service (external facing – how we interact with clients)	<ul style="list-style-type: none">• Adopt a client service delivery model (including website and other tools) based on client segmentation (All Areas of Focus)• Monitor client satisfaction and engagement• Anticipate client needs to continually improve and enhance self-serve access to research and information (Business Environment)• Enhance client triage, prioritization and off-ramp process paying attention to client touch points (Business Environment)• Increase website traffic to industry and research pages	<ul style="list-style-type: none">• 75% of clients (73% Spring 2018) feel Calgary Economic Development contributed to their success• 90% of clients (88% Spring 2018) will continue to use Calgary Economic Development programs and services	
2B Prioritize our initiatives based on their value-add to clients (internal – how we respond internally)	<ul style="list-style-type: none">• Focus relentlessly on target clients (Talent, Place and Innovation)• Continue to strengthen team approach to OCIF and CFCL• Create and deploy client segmentation and prioritized geographic markets (Talent and Innovation)• Encourage continued use of CRM for clients and program initiatives• Identify internal leadership roles and deploy activation plans for the Talent, Innovation and Place areas of focus in the Economic Strategy for Calgary (Talent, Place and Innovation)	<ul style="list-style-type: none">• 100% Automated reporting of clients using PowerBI	
2C Foster strong relations with government, partner organizations and Action Calgary to enhance our client offering Calgary in the new economy – All Areas of Focus	<ul style="list-style-type: none">• Rebuild and/or reposition our advisory committees maximizing value to the organization, committee members and the community (All Areas of Focus)• Evolve and grow Action Calgary (All Areas of Focus)• Continually and consistently communicate goals and objectives to all orders of government and collaborate to advance policies in support Calgary in the new economy (All Areas of Focus)• Create and deploy a clear government relations strategy• Across a broad section of community stakeholders utilize the Economic Strategy to delivery consistent messages to all orders of government (All Areas of Focus)• Convene stakeholders and align localized networks with Calgary in the new economy (All Areas of Focus)• Evolve our Signature Event program improving message alignment, ROI and revenue generation• Leverage Board networks and community support (All Areas of Focus)	<ul style="list-style-type: none">• 80% engagement of advisory committee and Economic Strategy Committee members• 25 registered ambassadors as part of ambassador program	

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Global recognition as a place to learn, live and do business impact measures*: <ul style="list-style-type: none">Benchmark and increase in house marketing measure			
3A Create and distribute an amazing narrative for Calgary and the entities we support	<ul style="list-style-type: none">Build a comprehensive content creation and distribution plan to support an always-on campaign (All Areas of Focus)Evolve and enhance Be Part of the Energy that supports our awareness, engagement and lead generation activities in key markets for business and talent (Talent, Place and Innovation)Tell the story of the innovation ecosystem (Talent and Innovation)Tell the story of our evolving downtown and the downtown strategy (Place)Promote launch party as part of a broader Calgary Innovation Week (Talent and Innovation)	<ul style="list-style-type: none">20% growth in leads generated from the website10% growth in website traffic from social media channels	
3B Work with partners to drive Calgary’s brand	<ul style="list-style-type: none">Support value creation with Action Calgary partners and other key stakeholders (All Areas of Focus)Create a proactive approach to working with local, national and key industry media (All Areas of Focus)Enhance and broaden the Ambassador Program to support engagement with all Calgarians and Calgary champions in other markets (trade offices) (All Areas of Focus)Collaborate with promotional partners to support cohesive narrative for Calgary (All Areas of Focus)Calgary Brand toolkit is completed and executed (All Areas of Focus)	<ul style="list-style-type: none">100 people added to self-identified ambassador program80% engagement of action Calgary partners in our campaigns	
3C Highlight advantages in established and emerging sectors to attract new companies	<ul style="list-style-type: none">Understand and communicate the value proposition of our core sectors and program initiatives (All Areas of Focus)Execute campaigns for established and emerging sectors in targeted markets (Talent, Place and Innovation)Execute campaigns for established and emerging sectors as well as initiatives including Startup Calgary, CFCL and OCIF in targeted markets (Talent, Place and Innovation)Continually expand the perception of Calgary’s innovation ecosystem (Talent, Place and Innovation)Expand and evolve the brand identity for Startup Calgary (Talent and Innovation)Expand Calgary Cool Companies list	<ul style="list-style-type: none">Benchmark and increase usage of online resources and tools (Pitch Decks)6 tech focused media outlets telling Calgary’s innovation story	

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Accelerate sector development and diversification impact measures: <ul style="list-style-type: none">100 companies attracted/expanded/retained7000 jobs created/retained500,000 ft2 of commercial/industrial space absorbed			
4A Drive growth by attracting new companies and industries	<ul style="list-style-type: none">Conduct research to effectively leverage trade agreements and understand target marketsLeverage GAC, GoA, CCCA and others for leads and out of market missions (All Areas of Focus)Leverage events, conferences and inbound missions for lead generation (All Areas of Focus)Generate stronger understanding of leads, opportunities and wins from travel, conferences and sponsorshipsIdentify and target growth and attraction leads for the downtown (Place)Leverage OCIF, inside sales and research tools in generating leadsDevelop and execute an effective enterprise sector strategy, including activation of OCIF (All Areas of Focus)Execute international missions for lead generation in targeted markets (All Areas of Focus)	<ul style="list-style-type: none">200 opportunities in the pipeline (classified as 3 or 4 in the CRM)\$185 million on film and television production300,000 ft2 downtown office space absorbed	
4B Nurture growth by helping local organizations reach their full potential	<ul style="list-style-type: none">Increase and enhance Trade Accelerator Program (TAP) (frequency, sector participation) (Innovation)Maintain outreach to local companies with greatest opportunities to scaleLeverage TAP graduates for GoA and GAC out of market missions (Innovation)Leverage strategic partnerships with other business support and development agencies to maximize growth potential of local companies (All Areas of Focus)Leverage startup, community partners and resources in advancing startups through the growth continuum (Innovation)Support growth in downtown businesses through the downtown strategy (Place)	<ul style="list-style-type: none">Five (5) TAP graduates secure export deals12 startups securing funding and generating jobs	
4C Advocate for established businesses in order to retain jobs and companies	<ul style="list-style-type: none">Continue to work with clients and government administration to understand and leverage policy, programs and regulations to meet client needs (Business Environment)Refresh and understand Calgary’s competitiveness and select markets and share intelligence with local companies (Business Environment)Continually monitor the local business environment for potential flight risks and activate as required to retain companies (Business Environment)Support The City of Calgary in achieving ‘business friendly’ goals (e.g. living lab) (Place, Innovation and Business Environment)	<ul style="list-style-type: none">80% of client survey respondents recognize CED can support with retention strategy	