

Calgary



2016 Civic Partner Annual Report

*Calgary Economic
Development*



Agenda

- I. 2016 Performance
- II. Results Based Accountability
- III. Risks
- IV. Looking ahead to 2017 and beyond

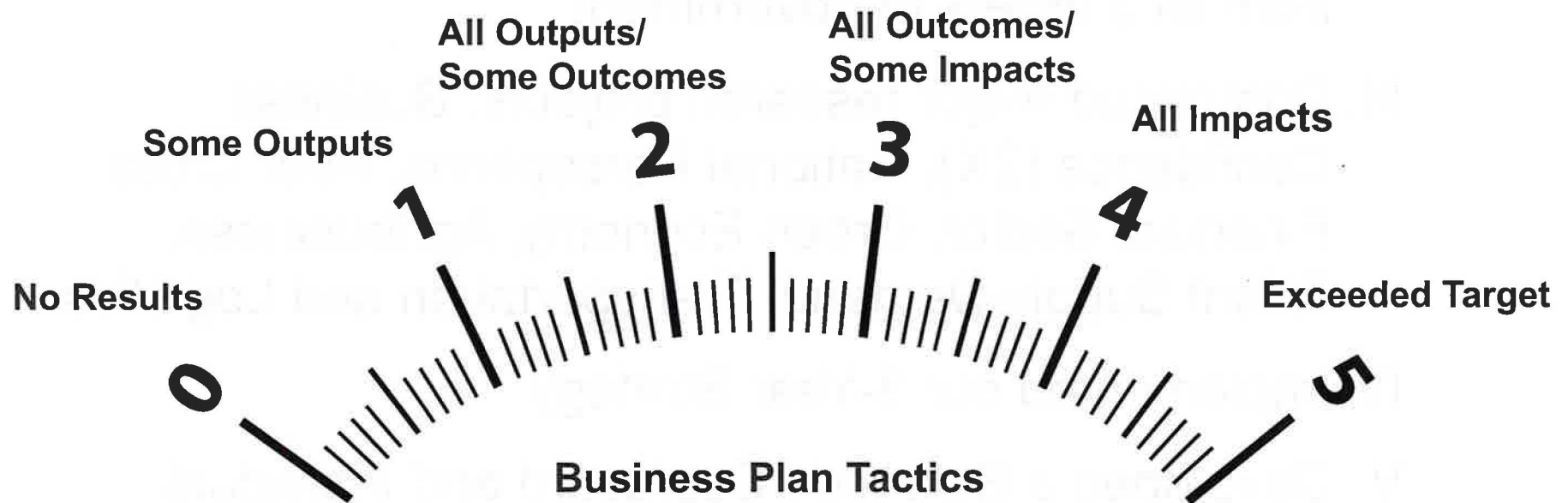


2016 Performance

- I. Opened the Calgary Film Centre
- II. Secured Opportunity Calgary Funding \$9.675 million from all 3 orders of government
- III. Completed major research projects: Business Confidence (2X), National Perceptions, Four Cities Financial Sector, Green Economy, Agribusiness, Talent Supply-Demand, Transportation and Logistics
- IV. Implemented our 3-Year Strategy
- V. Developed a Balanced Scorecard and individual performance metrics
- VI. Focused on building organizational excellence

2016 Performance

Both **Impact** and **Importance** are evaluated as primary performance indicators.



Red	0
Yellow	10
Green	5
Score	3.06

2016 Performance



Accelerate
Sector
Development &
Diversification



Inspire
Stakeholder
Collaboration



Enhance
Calgary's
Image



Build an
Authentic Brand
for CED



Create
Organizational
Excellence



Results Based Accountability: How are Calgarians better off?

Balanced Scorecard	Business Plan Impacts	2016 Business Plan Impacts	2016 Actual
<u>Accelerate Sector Development & Diversification</u>	Companies engaged/attracted	23	26
	Companies retained/expanded	8	11
	Total Companies	31	37
	Trade & investment deals	13	1
	# of direct/indirect jobs created/retained	1,300	1,561
	Film production	\$ 160,000,000	\$ 165,500,000
<u>Inspire Stakeholder Collaboration</u>	Completion of Economic Strategy Tactics	20%	37%
	Core indicators improved	30%	21%
	Non-Core Funding	\$ 1,870,000	\$ 11,500,000
	New employer (WORKshift) clients	30	2
<u>Enhance Calgary's Image</u>	Canadians have favourable perception of Calgary	70%	75%
<u>Build and Authentic Brand for CED</u>	Aided Awareness of CED	85%	85%
	CED clients use research services	30%	40%
<u>Build Organizational Excellence</u>	Employee engagement	59%	59%
	Board effectiveness rating	75%	80%

Includes \$6.675M OC, \$2.1M GOA, \$1M WD, \$.3 ICCI, AC/sponsorship \$1M, WS \$.4M

I. Financial risk: City Base Grant 55% of revenue

- i. Identifying other sources of revenue
- ii. Managing programming to available funding

II. Calgary Film Centre risk: \$13 million in debt

- i. Debt reduction
- ii. Programming to increase usage and revenue
- iii. Increased promotion

III. Staff retention

- i. Employee succession planning & development opportunities
- ii. Maintain salary & benefit packages
- iii. Contact Relationship Management software

A Look Ahead

- I. Talent Hub & Headquarter Strategy – Attracting companies to fill vacant downtown space and utilize available talent
- II. United States market penetration
- III. International emerging opportunities
- IV. Re-engage series to reposition Calgary's talent into other sectors
- V. Evolve and enhance Be Part of the Energy to focus on business attraction
- VI. Innovation ecosystem
- VII. Film Centre stability
- VIII. 100 Resilient Cities and Economic Strategy refresh



Appendix



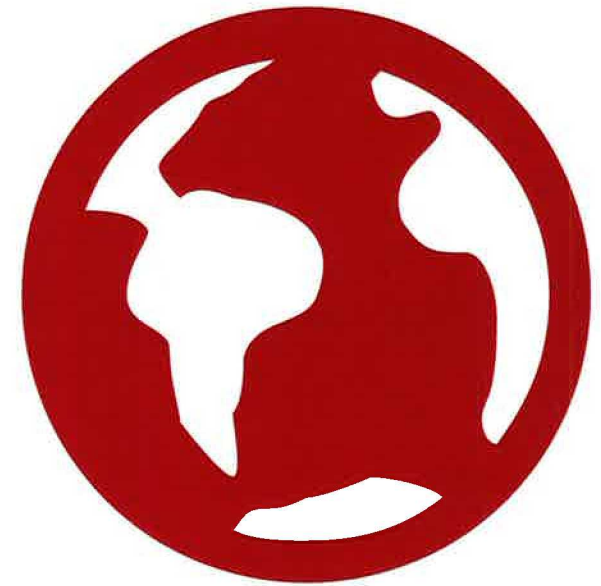
2016 RBA Assessment Accelerate Sector Development & Diversification

I. How much did we do?

- 26 inbound and 11 outbound trade & investment missions
- 22 film scouting & familiarization tours

II. How well did we do it?

- 211 leads & opportunities
- 63 investors conducted discovery trips
- 6 Non-disclosure agreements





2016 RBA Assessment – Enhance Stakeholder Relations

I. How much did we do?

- 60 government round tables & meetings
- Economic Summit and continued to advance the actions in the Economic Strategy
- Opportunity Calgary plan

II. How well did we do it?

- 87% of Economic Strategy tactics completed or initiated
- Leveraged \$6.675 million City of Calgary resiliency funding to secure an additional \$3M from province and federal governments
- \$1.9 million addition non-core funding secured (include in-kind)





2016 RBA Assessment – Telling Calgary's story

I. How much did we do?

- National Be Part of the Energy promotional campaign (\$1 million)
- #LoveYYC campaign launched with Tourism Calgary



II. How well did we do it?

- \$11M in media value
- 75% of Canadians have a positive impression of Calgary as a place to do business

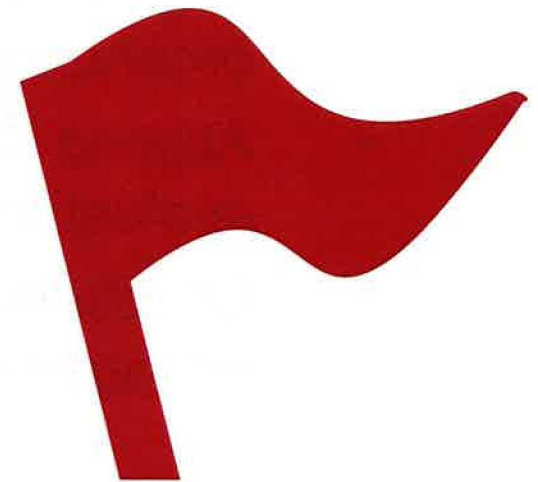
2016 RBA Assessment – Create an Authentic Brand for Calgary Economic Development

I. How much did we do?

- 2,900 Calgarians to our Signature Events
- 759 research requests (up 56%) & 8 major studies

II. How well did we do it?

- 78% of businesses have a positive impression of Calgary Economic Development

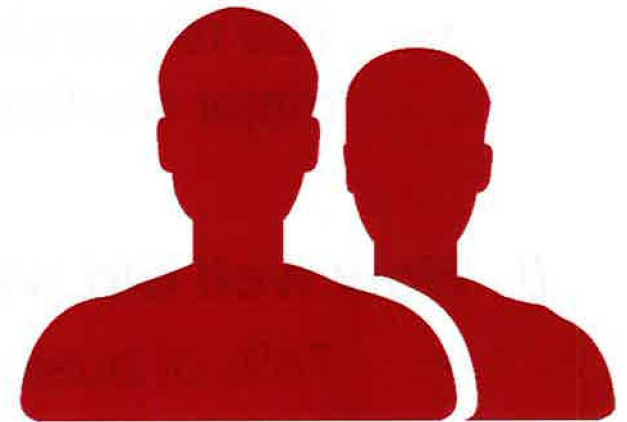




2016 RBA Assessment – Build Organizational Excellence

I. How much did we do?

- Created Balanced Scorecard
- Aligned to be a sales focused organization
- Aligned corporate and individual evaluations to impacts
- Benchmarked employee and board engagement



II. How well did we do it?

- 85% Board engagement
- 59% Employee engagement