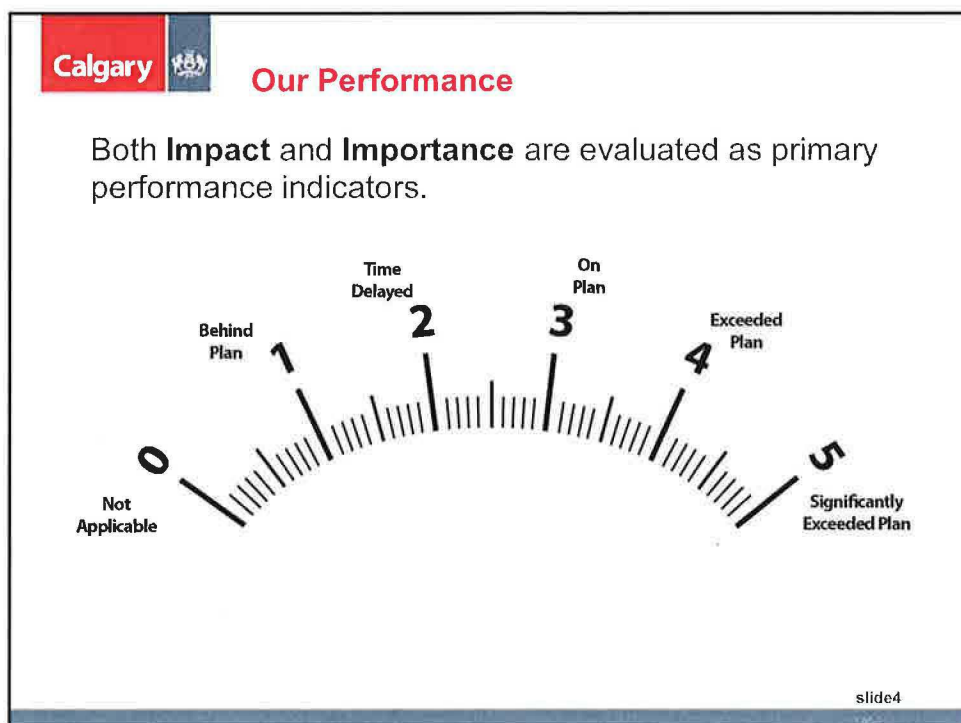
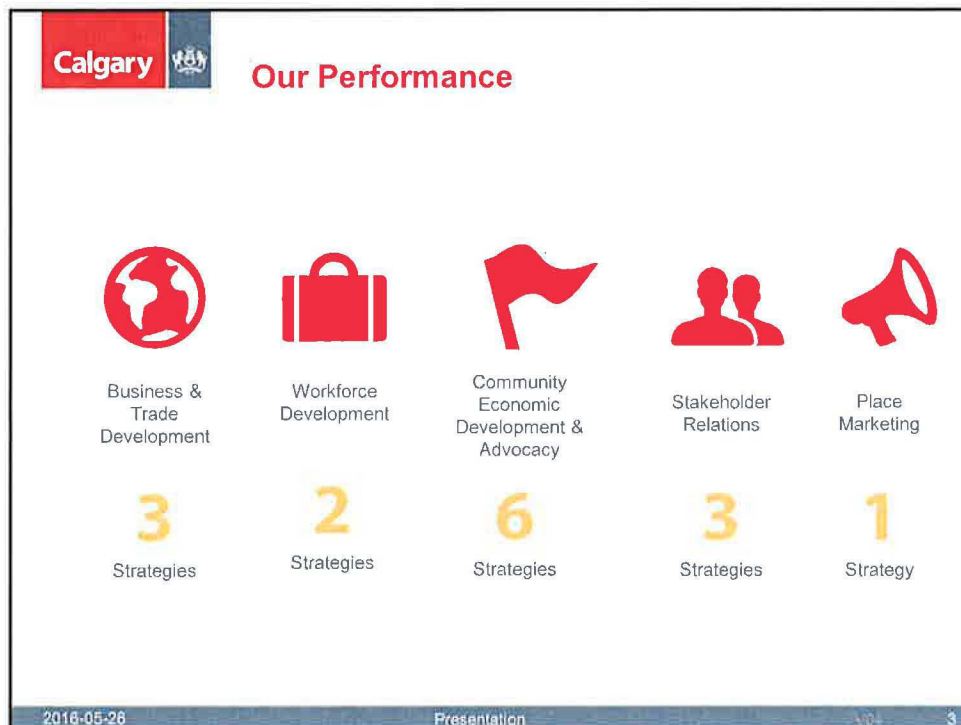


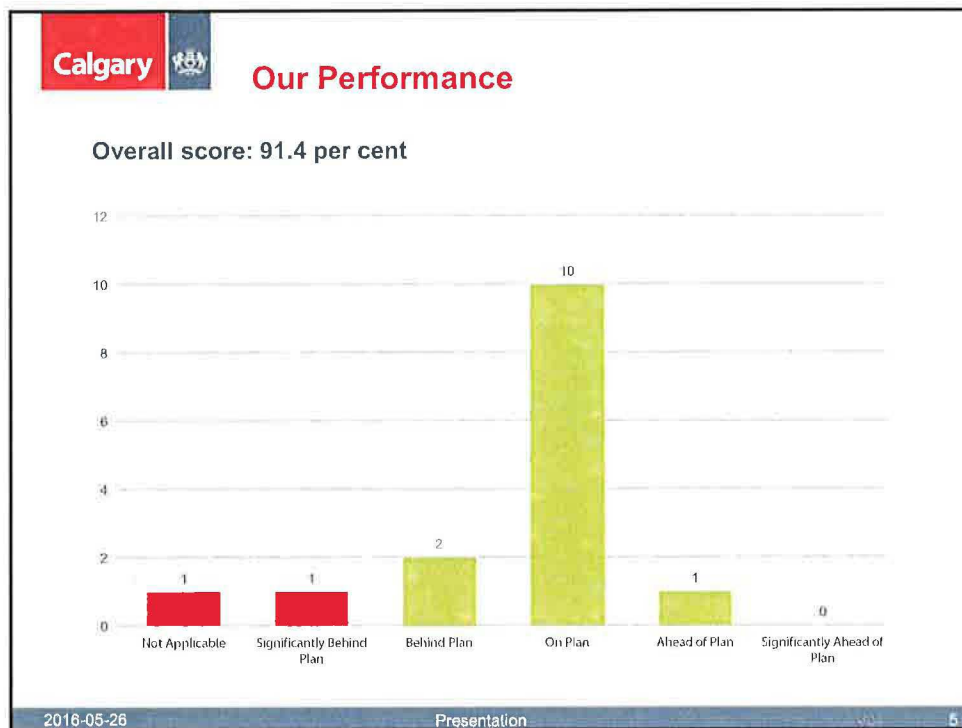
Agenda

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

**CITY OF CALGARY
RECEIVED**
IN ENGINEERING TRADITIONS ROOM
MAY 27 2016
ITEM: 2.1 CPS2016-0369
Distribution
CITY CLERK'S OFFICE

2016-05-26 Presentation 2





Calgary  **2015 RBA Assessment – Business & Trade Development**

I. How much did we do?



- Supported 24 inbound and 5 outbound trade & investment missions
- 51 Global Business Centre events

II. How well did we do it?

- 9 companies attracted to Calgary
- Global Business Centre - 50% of the 40 companies have set up permanent offices in Calgary
- 78% of businesses expressing overall positive impression of Calgary Economic Development



2016-05-26 Presentation 6


2015 RBA Assessment – Workforce Development

I. How much did we do?

- 224 connections with Calgary Connector Program
- 19 tours for 396 students with Careers in Manufacturing
- Beta-testing the WORKshift Playbook & Certification program
- 8 workforce best practice events

II. How well did we do it?

- 23 job offers through Connector Program



2016-05-26
Presentation
7




2015 RBA Assessment – Community Economic Development & Advocacy

I. How much did we do?


- 100 meetings held with Economic Strategy stakeholders
- The Calgary Film Centre on schedule with William F. White as anchor tenant

II. How well did we do it?

- 70% of the actions in the Economic Strategy are underway
- 35% of survey respondents aware of Strategy (up from 22%)



2016-05-26
Presentation
8




2015 RBA Assessment – Place Marketing

I. How much did we do?



- Be Part of the Energy campaign featured high profile (non energy) companies and continued to leverage the Mayor including a series of media interviews in New York

II. How well did we do it?

- \$1.6M media coverage generated
- National and international media coverage more than doubled in 2015
- 39% of businesses surveyed recall seeing more communications from Calgary Economic Development in the past year



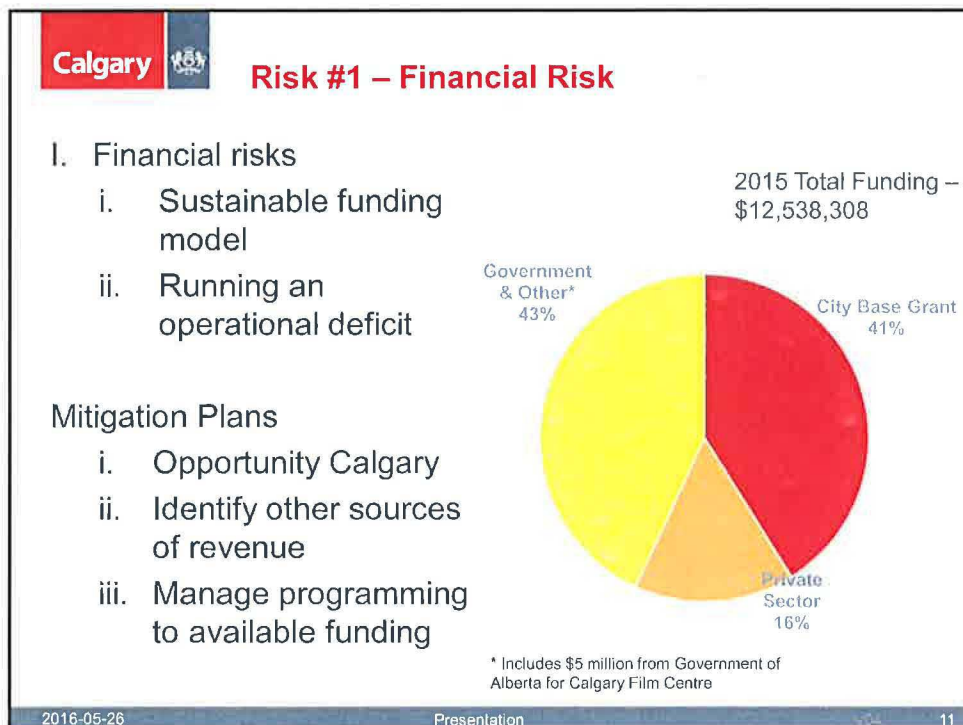
2016-05-26
Presentation
9





How are Calgarians better off?

| | 2015 | | 2016 YTD |
|--------------------------|-----------|---|----------------|
| GDP growth | -2.5% | ↓ | -1.0% forecast |
| Office vacancy rate | 17.6% | ↑ | 20.2% |
| Employment growth | -1.1% | ↓ | -2.2% |
| Unemployment rate | 7.0% | ↑ | 8.6% |
| Net new migrants | 21,057 | ↓ | |
| Building permits | \$6.98B | ↓ | \$0.58B |
| Single family home price | \$494,000 | ↓ | \$483,700 |
| Capital investment | \$47B | ↓ | \$31B forecast |

2016-05-26
Presentation
10



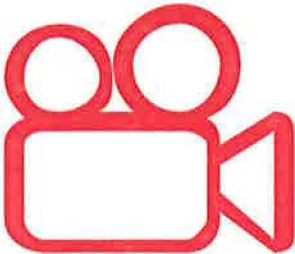
Calgary  **Risk #2 – Financial & Reputational Risk**

I. Calgary Film Centre

- i. Construction project forecasted at \$29.4M
- ii. Studio bookings

Mitigation Plans

- i. \$700,000 is dispute resolution
- ii. Pre-approval of operating line
- iii. Special introductory pricing for local production



2016-05-26 Presentation 12




Risk #3 – Sustainability & Operations

I. Loss of key staff

- i. We are in the relationship business
- ii. No transfer of intelligence
- iii. Long sales cycles



Mitigation

- i. Create sales contact process
- ii. Implementing a CRM
- iii. Create succession planning
- iv. Employee development opportunities

2016-05-26
Presentation
13




Looking ahead to 2016 & Beyond

I. 3-Year strategy

- i. Aligns with *Building on our Energy*
- ii. Corporate & individual performance measures

II. Opportunity Calgary – Resiliency Funding

- i. Accelerating sector development and dealing with current economic conditions

III. Focused on counter-cyclical opportunities & diversification while supporting energy advocacy

IV. Cultural change in the organization to be more sales & business development focused

V. Opening the Calgary Film Centre



2016-05-26
Presentation
14