

Attachment 7 – Balanced Scorecard and KPIs

CED's strategy includes the following areas of focus:

- Accelerate Sector Development and Diversification
- Inspire Stakeholder Collaboration
- Enhance Calgary's Image
- Build an Authentic Brand for CED
- Build Organizational Excellence

Initiatives in this three-year plan will allow CED to position Calgary as the location of choice for the purpose of attracting business investment, fostering trade and growing Calgary's workforce. Progress and impacts are tracked through the use of a Balanced Scorecard and show increase number of companies and jobs.

Balanced Scorecard	Business Plan Impacts	2016 Actual	Dec 31, 2017 Actual	2018 Budget Business Plan	Updated 3 Year Strategy & Opportunity Calgary Impacts
<u>Accelerate Sector Development & Diversification</u>	Companies engaged/attracted	26	38	55	119
	Companies retained/expanded	11	29	42	82
	Total Companies	37	67	97	201
	Trade & investment deals	1	6	12	19
	# of direct/indirect jobs created/retained	1,561	5,719	4,000	11,280
	Film production	\$ 165,500,000	\$ 178,000,000	\$ 180,000,000	\$ 520,500,000
<u>Inspire Stakeholder Collaboration</u>	Commence/Complete of economic strategy tactics	87%	87%	90%	60%
	Startup Calgary - Startup Clients receiving (VC/GoA Voucher) funding	-	16	14	28
	Non-core funding	\$ 11,588,000	\$ 2,388,102	\$ 1,885,000	\$ 6,250,000
<u>Enhance Calgary's Image</u>	Canadian business leaders have favourable perception of Calgary	75%	79%	75%	75%
<u>Build an Authentic Brand for CED</u>	Favourability of people who work with CED	74%	83%	83%	83%
	CED clients use research, data and information services	40%	23%	40%	40%
<u>Build Organizational Excellence</u>	Employee engagement	59%	61%	65%	65%
	Board has a policy and strategic focus rather than hands on focus	71%	86%	85%	85%