

Introduction

Edmonton Economic Development Corporation (EEDC) was established in 1993 by the City of Edmonton as an independent, not-for-profit corporate entity. EEDC is responsible for providing leadership to the economic growth strategy for the Edmonton region, with specific accountability for the following core functions:

- Supporting Industry Growth and Diversification
- Stimulating Entrepreneurism and Innovation
- Marketing the City Image in Target Markets
- Managing the Shaw Conference Centre
- Boosting Tourism, Events and Attraction
- Enriching the Edmonton Research Park

EEDC maintains responsibility for each of the above activities; however, it works in partnership with key stakeholders in the economic development system – specifically, the City of Edmonton, Edmonton International Airport, the post-secondary institutions, the Government of Alberta, regional economic development agencies, Productivity Alberta, Northlands and the Edmonton Chamber of Commerce – to generate prosperity for industry and heighten the standard of living for Edmontonians.

Objective

To ensure Edmonton and the Capital Region outperform every major economic jurisdiction in North America consistently over the next 20 years, no matter if the price of oil is \$40 or \$140.

Mission

To inspire a culture of entrepreneurship, innovation and competitiveness that forever differentiates our city.

As global and domestic economic conditions change, EEDC alters its strategies to ensure Edmonton maintains the most competitive business environment for industry prosperity, while establishing and implementing specific priorities that can advance the economy as a whole.

EEDC has proven its ability to deliver results and has been entrusted with providing stewardship for Make Something Edmonton and Startup Edmonton. In the past year, EEDC has continued to build upon the organizational structure that was established in 2013 and has incorporated the new additions as part of the team. Collectively, they contribute to the economic vitality of the Edmonton region as a whole by fostering their key values of economic development, strong collaboration between industries and improving quality of life for every Edmontonian.

Alberta is expected to continue as a high-growth jurisdiction in a low-growth world, making Edmonton a prime location for the attraction of business, investment and people. EEDC is well-positioned to ensure that the Edmonton Region is ready to compete for a share of that growth with our clear focus on five outcomes:

- Accelerated inflow of new business, investment and people;
- Confident, authentic image/brand that is well marketed in target jurisdictions;
- Competitive business environment that facilitates entrepreneurship, innovation and business expansion;
- Resilient and diversified industry growth and employment opportunities; and
- Informed, networked and engaged business and stakeholder community.

In support of these outcomes and in line with EEDC's strategic direction, EEDC has prepared a balanced budget, which includes a stabilized core funding request of approximately \$17 million.

Service Packages Approved

There are new opportunities that will continue to propel the engine forward for the Edmonton region; EEDC has received endorsements from stakeholders to lead/support new initiatives that will raise the Edmonton region profile. In order to maximize the success of these initiatives, three service packages were approved totaling \$1 million.

OPERATING DIVISIONS

Enterprise Edmonton / Startup Edmonton	Edmonton Tourism	Shaw Conference Centre	Edmonton Research Park	Image & Reputation
Works with companies/industries (at various stages) to support initiatives that drive market diversification, access to growth capital, technology adoption and risk-taking.	In partnership with stakeholders, works to grow tourism revenues, increase visitation and create exceptional experiences for visitors.	Lead in quality and service excellence while delivering economic and social benefit to the community.	Manages the physical assets of the Research Park as well as being responsible for the development of vacant lands within the park.	Define the Edmonton Brand and offer examples of how to activate and implement the brand for stakeholders.



**TAKING A RISK, OR HELPING SOMEONE TAKE A RISK,
IS THE MOST EDMONTON THING YOU CAN DO.**

Department — Edmonton Economic Development Corp.

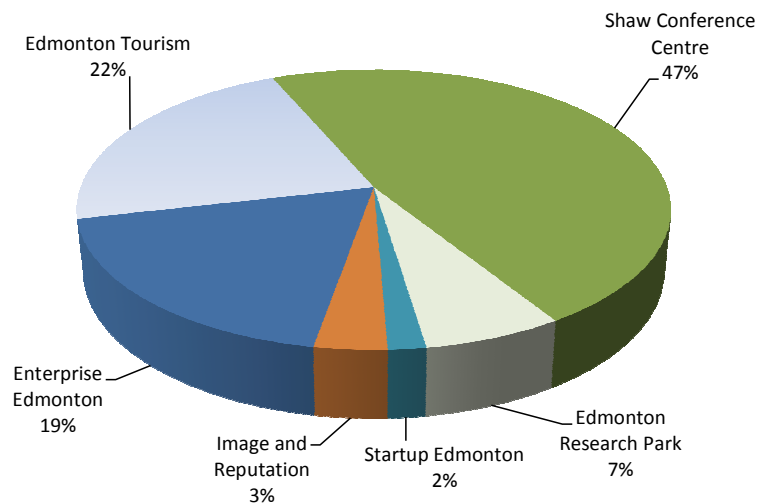
Approved 2015 Budget – Department Summary by Branch

(\$000)

	2013 Actual	2014 Budget	2015 Budget	\$ Change '14-'15	% Change '14-'15
Revenue & Transfers (Note 1)					
Enterprise Edmonton	\$ 1,005	\$ 900	\$ 740	\$ (160)	(17.8)
Edmonton Tourism	1,993	2,325	5,000	2,675	115.1
Shaw Conference Centre	15,570	15,200	19,500	4,300	28.3
Edmonton Research Park	2,728	2,637	2,525	(112)	(4.2)
Startup Edmonton	-	-	500	500	1.0
Image and Reputation	-	-	-	-	-
Total Revenue & Transfers	<u>21,296</u>	<u>21,062</u>	<u>28,265</u>	<u>7,203</u>	<u>34.2</u>
Expenditure & Transfers (Note 1)					
Enterprise Edmonton	7,390	7,590	8,463	873	11.5
Edmonton Tourism	6,461	6,756	10,039	3,283	48.6
Shaw Conference Centre	17,777	17,500	21,554	4,054	23.2
Edmonton Research Park	3,426	3,406	2,980	(426)	(12.5)
Startup Edmonton	-	300	810	510	170.0
Image and Reputation	-	1,500	1,548	48	3.2
Subtotal	35,054	37,052	45,394	8,342	22.5
Transfer to / (from) Reserve	392	294	604	310	105.4
Total Expenditure & Transfers	<u>35,446</u>	<u>37,346</u>	<u>45,998</u>	<u>8,652</u>	<u>23.2</u>
Net Operating Requirement	\$ 14,150	\$ 16,284	\$ 17,733	\$ 1,449	8.9

Note 1: 2014 budget numbers are restated to show Startup Edmonton as a separate branch and to include approved budget for Image and Reputation Branding (Make Something Edmonton).

Expenditures by Branch



Department — Edmonton Economic Development Corp.

Approved 2015 Budget – Department Summary by Category (\$000)

	2013 Actual	2014 Budget	2015 Budget	\$ Change '14-'15	% Change '14-'15
Revenue & Transfers (Note 1)					
Convention Centre Revenue	\$ 15,570	\$ 15,200	\$ 19,500	\$ 4,300	28.3
ERP Rental Revenue	2,728	2,637	2,525	(112)	(4.2)
Other Revenue	2,998	3,225	6,240	3,015	93.5
Total Revenue & Transfers	<u>21,296</u>	<u>21,062</u>	<u>28,265</u>	<u>7,203</u>	34.2
Expenditure & Transfers (Note 1)					
Personnel and Related	17,529	18,120	22,444	4,324	23.9
Operating Expenses	14,070	15,021	19,070	4,049	27.0
Repair & Maintenance	1,264	1,607	1,623	16	1.0
Utilities	2,037	2,056	2,007	(49)	(2.4)
Property & Equipment	154	248	250	2	0.8
Subtotal	35,054	37,052	45,394	8,342	22.5
Transfer to / (from) Reserves	392	294	604	310	105.4
Total Expenditure & Transfers	<u>35,446</u>	<u>37,346</u>	<u>45,998</u>	<u>8,652</u>	23.2
Net Operating Requirement	\$ 14,150	\$ 16,284	\$ 17,733	\$ 1,449	8.9
Full-time Equivalents	262.0	274.0	300.0	26.0	

Note 1: 2014 budget numbers are restated to show Startup Edmonton as a separate branch and to include approved budget for Image and Reputation Branding (Make Something Edmonton).



Introduction

Enterprise Edmonton works directly and collaborates with companies, stakeholders, and partners within and outside of Edmonton to strengthen and diversify Edmonton’s economy.

Enterprise Edmonton is a catalyst for economic progression, focused on maximizing opportunities for businesses, big and small, traditional and creative, established and new. These opportunities accelerate the growth and diversity of Edmonton’s economy - an economy that continues to experience significant growth and holds great potential for further development. In this market, the team at Enterprise Edmonton will generate positive results from its initiatives and products that support both industry and company-level growth as well as create and facilitate additional opportunities to alter economic growth trajectories through Flagship Initiatives.

Achieving the outcomes necessary to fulfill the strategic intent of Enterprise Edmonton relies on diverse and trusted stakeholder networks in combination with relevant, accurate, and timely business information applied through project portfolios, and the communication of growth opportunities that affects the region.

Enterprise Edmonton aspires to differentiate itself by becoming the primary resource for business attraction, expansion, analytics, and advocacy. Prioritizing three key focus areas provides Enterprise Edmonton with the strategic channels for directing its efforts and generating an impact on growth opportunities. These focus areas include:

- Industry Development,
- The (downtown) Core, and
- Innovation.

The value proposition of Enterprise Edmonton is a return on investment that accelerates the inflow of people, businesses and investment and the future economic prosperity of the Edmonton region. Over the last year, Enterprise Edmonton has gathered experience and understanding of the Edmonton region market through activities and initiatives in industry sectors that span a broad swath of the economy. It is through that earned experience that Enterprise Edmonton is focusing its resources and efforts on effecting meaningful results.

Objective

Work with existing and new industry stakeholders to strengthen and diversify Edmonton’s Gross Domestic Product (GDP).

The long-term goals and 2015 priority initiatives in support of this objective are as follows:

Long-term Goals	2015 Priority Initiatives
<ol style="list-style-type: none"> 1. Increase the economic impact of Edmonton region businesses. 2. Enhance and expand Edmonton region influence as an economic powerhouse. 3. Strengthen the entrepreneurial ecosystem and collaborative innovation by businesses. 4. Develop integrated and coordinated relationships within the Edmonton region and with strategic markets. 	<ul style="list-style-type: none"> • Develop an International Trade Program aimed at facilitating the flow of imports, exports, and foreign direct investment. • Collaborate on a new phase of ‘city co-creation’ that combines best practices in economic development and urban design to position Edmonton as a commercial and cultural Aboriginal Hub. • Establish a Host Incubator in downtown Edmonton focused on innovation in hospitality products and systems as well as supporting downtown growth. • Enhancing the Film Fund to support new targeted investments. • Develop and facilitate the establishment of a multi-tenant facility (the Gascana Energy Incubator/Accelerator) in partnership with stakeholders, focused on energy sources and environmental technology. • Establish a self-sustaining Manufacturing Centre of Excellence in partnership with stakeholders. • Focus efforts on a key growth area (Edmonton South) and generate results that demonstrate value for the Region through a partnership with Edmonton International Airports.

Approved 2015 Budget – Branch Summary

(\$000)

	2013 Actual	2014 Budget	2015 Budget	\$ Change '14-'15	% Change '14-'15
Revenue & Transfers					
Other Revenue	1,005	900	740	(160)	(17.8)
Total Revenue & Transfers	1,005	900	740	(160)	(17.8)
Expenditure & Transfers					
Personnel and Related	3,739	3,827	4,052	225	5.9
Operating Expenses	2,651	2,763	2,911	148	5.4
TEC Edmonton	1,000	1,000	1,500	500	50.0
Total Expenditure & Transfers	7,390	7,590	8,463	873	11.5
Net Operating Requirement	\$ 6,385	\$ 6,690	\$ 7,723	\$ 1,033	15.4
Full-time Equivalents	36.0	39.0	40.0	1.0	

Budget Changes for 2015

(\$000)

Revenue & Transfers - Changes

Other Revenue \$ (160)

Revenues are budgeted to decrease from 2014 due to lower industry partner funding as different programs are planned for 2015.

Expenditures & Transfers - Changes

Personnel and Related \$ 225

Increase in personnel cost is due to cost of living adjustment, plus one additional FTE to support Port Alberta.

Operating Expenses \$ 148

Minor change in costs for staff training and development.

Full-time Equivalents - Changes 1.0

FTE budget increase is to hire a support related to Port Alberta.

Program - Industry Development Port Alberta South Redevelopment

FUNDED

Results to be Achieved

The Initiative aligns with Council's objective to grow and diversify the Edmonton Economy. Specifically, Goal 2 of *The Way We Prosper* identifies Edmonton as Internationally renowned as a powerhouse of industry. Port Alberta is a noted stakeholder in the ability to execute on the strategic objectives. Equally, Goal 3 - An unrivalled competitive business climate, involves Port Alberta initiatives to build collaboration across multiple Industry Sectors.

Description

This service package is intended to support the advancement of Port Alberta by addressing the requirement for dedicated resources to implement initiatives, projects, products and activities that generate positive outcomes including the establishment of a Foreign Trade Zone (FTZ) Point for Northern Alberta through Port Alberta South. Administrative and operational support services to ensure Port Alberta demonstrates success as a platform for regional collaboration is a critical driver of the requirement for additional resources.

Background

In 2014, EEDC reached an agreement with Port Alberta to transition its organizational interests to Enterprise Edmonton. Enterprise Edmonton expanded the scope of Industry Development activities in the division to reposition Port Alberta to be a critical trade and services hub, supporting Industry requirements for the Edmonton region. Enterprise Edmonton and Edmonton International Airports have identified an opportunity to formalize their partnership, capitalizing on the organizational transition of Port Alberta, key infrastructure investments in the Edmonton region, and the Industrial development capacity planning by stakeholders in the region's south. This partnership venture would look to accelerate and intensify development opportunities, establish the Edmonton region as a preferred location for expansion and growth of businesses focused on Trade, increase penetration and awareness in strategic markets, and increase opportunities for public/private

Options

Support for this project will not negatively impact focus on other City Initiatives. Recent changes to federal programming for trade incentives have created an opportunity to position the Edmonton region competitively as an international hub. No other agency in the Edmonton region would be better positioned to provide the necessary services and programs. With the service package, Port Alberta South can advance in coordination with the broader scope of Industry Development activities within Enterprise Edmonton.

Implications of Not Funding

Not funding this service package will limit the ability of Enterprise Edmonton to focus on the Port Alberta South opportunity while simultaneously enhancing the International Trade Program within the scope of Industry Development. The viability of an FTZ Point in Edmonton region may be compromised and limit the potential for future trade investment. Possible mitigation may require postponing FTZ application and/or diminishing Port Alberta's potential as a growth platform for the Edmonton region.

Incremental (\$000)	2015				2016				2017			
	Exp	Rev	Net	FTEs	Exp	Rev	Net	FTEs	Exp	Rev	Net	FTEs
New Budget	\$ 200	-	200	1.0	\$ 6	-	6	-	\$ 6	-	6	-
Annualization	-	-	-	-	-	-	-	-	-	-	-	-
Total	\$ 200	-	200	1.0	\$ 6	-	6	-	\$ 6	-	6	-

Approved Service Package Amendment # OP-22/45

Program - Innovation and Entrepreneurship TEC Edmonton Health Accelerator

FUNDED

Results to be Achieved

The overarching initiative is to create a Health Accelerator program for Alberta (lead by TEC Edmonton) which will help researchers and small-to-medium enterprises (SMEs) commercialize innovative health technologies. With an explosive demand for new health solutions, this initiative will translate our research strengths into improving the care of Albertans, and positioning Greater Edmonton and all of Alberta as a world centre for health technologies. This initiative is aligned to *The Way Ahead's* goal to Diversify Edmonton's Economy and its outcome (#6.3) of being proactive, supportive and encouraging the growth and development of new sector opportunities. It also aligns with *The Way We Prosper's* Goal #4: Edmonton: An Environment for Innovation.

Description

This service package is intended to support TEC Edmonton's opportunity to create and support a health accelerator in Edmonton. TEC Edmonton has proven expertise in transforming technologies into business opportunities in a variety of industries. With this accelerator, there would be a dedicated team focused on the health and life sciences sector given the market pull for services and products in this area. The Health Accelerator team would provide companies with expertise in the areas of business development, clinical trials, financing, product development/prototyping/design, regulatory, manufacturing, and sales & marketing.

The overall program would require annually \$3.5 to \$3.7 million for staffing (8 FTEs) and operating expenses. EEDC has committed to support a portion of this (\$0.5 million for 5 years) as it is aligned with both EEDC's and the City's outcomes.

Background

TEC Edmonton had identified an opportunity to create a health accelerator, based in Edmonton, with a provincial mandate to support the development of commercially viable life science companies and technologies that can be used both to benefit the health of Albertans and exported globally.

Edmonton is well-positioned for the creation of a healthcare team made of subject matter experts. With the majority of new healthcare small and medium enterprises (SMEs) located in Edmonton and ongoing initiatives such as the University of Alberta Translational Science Institutes, the Provincial Health Innovation Hub, Alberta Health Services Strategic Clinical Networks, as well as the upcoming results of the Alberta Health Services lab services RFP, the healthcare industry requires increased and relevant support to commercialize new technology, services and products developed from these initiatives.

Options

Support for this package will not impact City service levels currently provided by EEDC. Funding for this initiative will however, enable more SMEs in the health and life sciences sector to access dedicated support services from TEC Edmonton in transforming their ideas into tangible solutions. TEC Edmonton has the proven expertise in this area and they have unique connections that can be leveraged in delivering these services. EEDC will provide stewardship with this program in addition to the other sectors that TEC Edmonton supports.

Implications of Not Funding

If funding is not approved, this initiative may see a reduction in the service levels offered and the CAIP funding may be at risk depending on other funding sources. As well, EEDC may be required to shift funding away from its core activities to support this initiative.

Incremental (\$000)	2015				2016				2017			
	Exp	Rev	Net	FTEs	Exp	Rev	Net	FTEs	Exp	Rev	Net	FTEs
New Budget	\$ 500	-	500	-	\$ -	-	-	-	\$ -	-	-	-
Annualization	-	-	-	-	-	-	-	-	-	-	-	-
Total	\$ 500	-	500	-	\$ -	-	-	-	\$ -	-	-	-

Approved Service Package OP 20

Startup Edmonton is an entrepreneurial campus and co-workspace for hackers, artists and entrepreneurs to make, build and get feedback as ideas take shape. Their role in the local startup ecosystem lies at the earliest stages, as ideas evolve into action, where startups form and gain initial traction. Since 2009, Startup Edmonton has played a leadership role creating educational, mentorship and community development offerings, gaining considerable traction in the community, hosting over 15,000 participants and over 50 events, meetups and workshops in 2013/2014. In addition to providing creative lab spaces, Startup Edmonton's programs/offerings including DemoCamp, Hackathons, Preflight, Flightpath, Talks & Meetups, Bootcamps, Intersect, and Launch Party.

In the 2014 budget process, the City of Edmonton supported the transition of Startup Edmonton to EEDC as part of EEDC's overall objective to support the entrepreneurial environment through programs and services that foster the germination and growth of new start up ventures. In 2014, the integration of Startup Edmonton operations has been completed and operational synergies have been achieved. In 2015, Startup Edmonton will be able to further leverage EEDC's networks (and vice versa) to improve service levels for Edmonton's creative entrepreneurial community and to develop new innovation and entrepreneurship programs.



Objective

Startup Edmonton is working to train a new generation of founders who will create more investable companies and impact deal flow in our community. We know the talent exists, but there exists a gap in our community where ideas are transformed into products and startups. We assist founders to take ideas quickly through the product development process towards first market validation and beyond.

The long-term goals and 2015 priority initiatives in support of this objective are as follows:

Long-term Goals	2015 Priority Initiatives
<ol style="list-style-type: none"> 1. Campus: Strengthen our leadership position as the central hub, campus and community for pre-startups and early stage, tech-based startups in Edmonton. 2. Community Building: Continue to evangelize and champion entrepreneurship and startup culture in Edmonton, providing leadership and/or support as necessary within the community. 3. Opportunity Creation: Develop opportunities to solve enterprise/industry challenges and create new ventures. 4. Company Building: Increase the number of new, viable tech-based, tech-enabled startups generating revenue. 	<ul style="list-style-type: none"> • Growth of the member community at the Startup Edmonton campus. • Engage post-secondary students through hands-on activities through our Students to Startups program. • Increase the number of quality startup teams working through the Preflight program.

Approved 2015 Budget – Branch Summary
(\$000)

	2013 Actual	2014 Budget	2015 Budget	\$ Change '14-'15	% Change '14-'15
Revenue & Transfers					
Other Revenue	-	-	500	500	100.0
Total Revenue & Transfers	-	-	500	500	100.0
Expenditure & Transfers					
Personnel and Related	\$ -	\$ 270	278	8	3.0
Operating Expenses	-	30	532	502	#
Total Expenditure & Transfers	-	300	810	510	170.0
Net Operating Requirement	\$ -	\$ 300	\$ 310	\$ 10	3.3
Full-time Equivalents	-	3.0	3.0	-	

Budget Changes for 2015
(\$000)

Revenue & Transfers - Changes

Other Revenue \$ 500

Startup Edmonton was acquired in 2014 and we are unable to reflect the complete budget in this category. Revenue budgeted for 2015 is generated by membership fees, sponsorship and funding

Expenditures & Transfers - Changes

Personnel and Related \$ 8

Increase in personnel cost is due to cost of living adjustment.

Operating Expenses \$ 502

Due to new acquisition, we are unable to reflect the complete budget in this category. The increase is due to expenses for its normal course of business that are supported by external revenue.

Full-time Equivalents - Changes 0.0

No change.

Introduction

Edmonton Tourism is a destination marketing organization with a mandate to be the trusted marketing expert and resource promoting the city's visitor experience, regionally, nationally and internationally. Edmonton Tourism, together with their key stakeholders, must deliver exceptional experiences for the visitor – encouraging travellers to stay longer, spend more and share their experience with others.



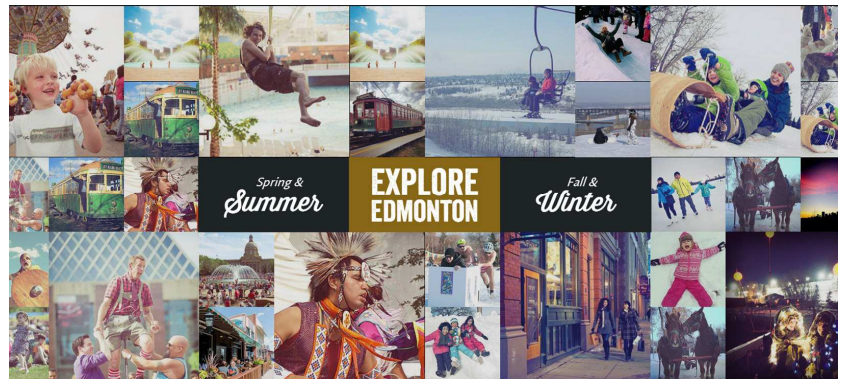
Vision: Edmonton Tourism is the trusted expert and resource for marketing Edmonton's visitor experiences.

Mission: We work with our Stakeholders to grow tourism revenues and increase visitation.

Three strategic themes have been identified for Edmonton Tourism: Stakeholder Relationships, Marketing Excellence and Influencing the Destination Experience. These are areas in which they must excel to accomplish their overall objective of Sustainable year-round visitation.

Their priority work will focus on two distinct but interdependent areas: developing quality in-destination programs and services for both the Stakeholder and the visitor, while excelling at effective out-of-destination marketing, which is becoming increasingly digitized. To excel in these areas, they will build a unified and consistent approach to telling the Edmonton story through the visitors' lens, in addition to building exceptional local and global industry partnerships.

Edmonton Tourism works in partnership with the City and Edmonton Destination Marketing Hotels (EDMH) to attract major events and local, national and international customers that can generate economic activity and build our image on a global scale. Sales and marketing activities focus on three distinct target markets:



- Meeting & Business Travel
- Leisure Travel
- Event Attraction

The visitor experience team within Edmonton Tourism focuses on supporting industry partners with training, tools, facilitation and business generation (including operation of the Visitor Information Centres). The tourism industry in Edmonton will build and be recognized as a leader provincially and nationally for its co-operation and cohesion.

Objective

Develop a high-performing tourism ecosystem by driving sustainable year-round visitation.

The long-term goals and 2015 priority initiatives in support of this objective are as follows:

Long-term Goals	2015 Priority Initiatives
<ol style="list-style-type: none">1. Strengthen stakeholder confidence in Edmonton Tourism as the trusted expert and resource.2. Enhance the calendar of festivals and major events that entice people to make Edmonton top-of-mind for weekend getaways with purpose.3. Develop tactical sales plans for tourism products that drive activity in our target markets.4. Engage leaders, players and partners in the tourism industry to increase alignment and enhance marketing leverage.5. Design and implement measurement and reporting process that creates frequent and open communications with the industry.	<ul style="list-style-type: none">• Develop and implement a comprehensive two-way Stakeholder communication and reporting program including a stakeholder survey.• Create and deploy Stakeholder orientation training & product development programs that maximize brand and experience alignment.• Develop an annual Geo Market Business Plan which aligns with Key Industry Partners.• Establish an employee performance program that is results driven.• Redefine visitor information delivery experience using digital and social channels.

Approved 2015 Budget – Branch Summary

(\$000)

	2013 Actual	2014 Budget	2015 Budget	\$ Change '14-'15	% Change '14-'15
Revenue & Transfers					
Other Revenue	1,993	2,325	5,000	2,675	115.1
Total Revenue & Transfers	1,993	2,325	5,000	2,675	115.1
Expenditure & Transfers					
Personnel and Related	\$ 2,751	\$ 3,109	3,708	599	19.3
Operating Expenses	3,710	3,647	6,331	2,684	73.6
Total Expenditure & Transfers	6,461	6,756	10,039	3,283	48.6
Net Operating Requirement	\$ 4,468	\$ 4,431	\$ 5,039	\$ 608	13.7
Full-time Equivalents	33.0	34.0	39.0	5.0	

Budget Changes for 2015

(\$000)

Revenue & Transfers - Changes

Other Revenue \$ 2,675

Revenues from Edmonton Destination Marketing Hotels and other industry partners are anticipated to be higher than 2014 to primarily support expansion of marketing activities to increase visitation to Edmonton.

Expenditures & Transfers - Changes

Personnel and Related \$ 599

The increase in personnel expenses is contributed by increased FTE to support operations, cost of living adjustment, and replacement of existing positions with more experienced individuals during 2014.

Operating Expenses \$ 2,684

Majority of the increase in operating expenses is to support key programs in targeted areas as funding from industry partners is increased.

Full-time Equivalents - Changes 5.0

FTE budget increase is to hire a support position for the division and four related to growth in external funding.

Program - Marketing and Promotions

FUNDED

Edmonton Destination Marketing Hotels Leveraged Funding

Results to be Achieved

This service package is to support additional FTEs to support enhanced destination marketing. With these resources, Edmonton Tourism will be able to leverage the additional funding commitment from their partners to expand their marketing efforts in regional / international markets and drive sustainable year-round visitation, which will ultimately grow Tourism revenues. This initiative is aligned to *The Way Ahead's* goal to Diversify Edmonton's Economy and its outcome (#6.4) to attract talent and investments, and to welcome visitors both nationally and internationally. It also supports *The Way We Prosper's* Goal #1: Edmonton: A Confident and Progressive Global Image.

Description

This service package includes funding for four FTEs. With these resources, Edmonton Tourism will be able to leverage the additional funding commitment from their partners to attract more meetings and conventions, more large-scale events, increase regional visitors and improve hotel occupancy. This would be done through Edmonton Tourism's service offerings to Stakeholders:

- Regional and international destination marketing, media resources and support
- Sales and product development support and qualified leads by market
- Visitor and conference information services
- Access to our visitor and Stakeholder programs and services

These positions would be in place for the duration of the funding commitment from industry partners.

Background

Tourism stakeholders, and primarily Edmonton Destination Marketing Hotels (EDMH), have entrusted Edmonton Tourism to be the trusted expert and resource for marketing Edmonton's visitor experience. They provide funding for all marketing activities and the tax levy from the City of Edmonton is utilized for human resources to execute on these. In 2014, Edmonton Tourism has been able to leverage the tax levy funding at a 2 to 1 ratio. With Edmonton Tourism's successful track record, industry partner funding is expected to see a 100% increase; this has been conditionally approved pending a commitment for human resources to support/execute on the increased marketing activities in regional and international markets.

Options

Marketing the Edmonton experience is a key role for Edmonton Tourism and they have been the trusted experts over the years. There is a clear vote of confidence as industry partners have agreed to increase their funding for Edmonton Tourism. Support for this package will strengthen City initiatives that are jointly worked together on (e.g. Edmonton Events, Commonwealth Games).

Implications of Not Funding

If funding is not approved, marketing activities will remain status quo and tourism growth could potentially stagnate. The Edmonton region would lose the opportunity to really showcase the city and differentiate ourselves from others.

Incremental (\$000)	2015				2016				2017			
	Exp	Rev	Net	FTEs	Exp	Rev	Net	FTEs	Exp	Rev	Net	FTEs
New Budget	\$ 300	-	300	4.0	\$ 9	-	9	-	\$ 9	-	9	-
Annualization	-	-	-	-	-	-	-	-	-	-	-	-
Total	\$ 300	-	300	4.0	\$ 9	-	9	-	\$ 9	-	9	-

Approved Service Package OP 21

Introduction

The Shaw Conference Centre (SCC) is Edmonton’s convention centre, a historic meeting place where people gather to learn, innovate, trade, and celebrate. The SCC facility is owned by the City of Edmonton and is operated by EEDC to provide economic and social benefits for the community. The convention centre was built in 1983, upgraded in the 1990s and expanded in 1998 (Riverview Room) and again in 2006 with the addition of Hall D. SCC offers 150,000 sq. ft. of rentable space, is home to about 700 events each year hosting half a million guests. SCC’s primary business is focused on attracting national conventions to generate hotel room bookings and as such works closely with Edmonton Tourism and the downtown hotels. Other revenue consists of local events (meetings, galas, weddings) and the growing category of sports and music events. Overall, SCC’s target is to generate \$50 million in economic impact across the province leveraging its reputation for award-winning culinary and service excellence, and for its commitment to sustainability and the local community.

SCC continues to focus on growing its community value proposition through 1) increasing its economic impact by attracting convention business, 2) responsible and efficient operation of the building, and 3) evolving as a local hub for business, culture and community. In 2014, SCC fully implemented a new Lean Productivity model, resulting in improved yield and efficiency measures while still maintaining 90% customer satisfaction ratings. A migration to digital marketing platforms in 2014 better supports SCC’s focus on new sales, revenue and conversions. To support this growth SCC has begun stakeholder engagement and consultation initiatives in anticipation of the need for additional space in the future; expansion plans will continue to be updated in 2015.

Objective

Position SCC as the convention centre leader in quality and service excellence that delivers economic and social benefit to the community.

The long-term goals and 2015 priority initiatives in support of this objective are as follows:

Long-term Goals	2015 Priority Initiatives
<ol style="list-style-type: none"> 1. Improve operational performance through revenue optimization and operational efficiencies. 2. Enhance operational excellence. 3. Increase community engagement. 4. Develop long term strategic plan. 	<ul style="list-style-type: none"> • Attracting convention business. • Focus on responsible and efficient operations. • Evolve as a local hub for business, culture and community. • Continuation of expansion plans for anticipated space needs.



Approved 2015 Budget – Branch Summary

(\$000)

	2013 Actual	2014 Budget	2015 Budget	\$ \$ Change '14-'15	% % Change '14-'15
Revenue & Transfers					
Conference Centre Revenue	15,570	15,200	19,500	4,300	28.3
Total Revenue & Transfers	15,570	15,200	19,500	4,300	28.3
Expenditure & Transfers					
Personnel and Related	10,487	10,114	13,580	3,466	34.3
Operating Expenses	5,100	5,096	5,650	554	10.9
Repair & Maintenance	914	929	938	9	1.0
Utilities	1,122	1,113	1,136	23	2.1
Property & Equipment	154	248	250	2	0.8
Total Expenditure & Transfers	17,777	17,500	21,554	4,054	23.2
Net Operating Requirement	\$ 2,207	\$ 2,300	\$ 2,054	\$ (246)	(10.7)
Full-time Equivalents	187.0	189.0	209.0	20.0	

Budget Changes for 2015

(\$000)

Revenue & Transfers - Changes

Conference Centre Revenue \$ 4,300

The 2014 budget for revenue did not include gratuities from food and beverage services and the 2015 budget is taking that into consideration due to a change in accounting treatment implemented during 2014. There is also higher revenue projected from increased number of conventions, meetings and special entertainment events during 2015.

Expenditures & Transfers - Changes

Personnel and Related \$ 3,466

The 2014 budget for personnel costs did not include gratuities from food and beverage services paid to staff and the 2015 budget is taking that into consideration due to a change in accounting treatment implemented during 2014. There is also increases to wages in accordance to the labor agreement, cost of living adjustments and increased staffing due to business volumes.

Operating Expenses \$ 554

Increase in operating expense is due to sales volume and inflationary increase on expenses.

Repair and Maintenance \$ 9

Maintenance at similar levels to prior year are anticipated.

Utilities \$ 23

Changes expected in line with inflation adjustment.

Property and Equipment \$ 2

Minor changes.

Full-time Equivalents - Changes 19

Majority of the FTE change is to support the increased business volume. There will also be additions of administration, sales and marketing staff in 2015.

Introduction

The Edmonton Research Park (ERP) was established in 1980 for companies with new ideas. It offers a variety of facilities and services that accommodate any stage of a company's development, from incubation buildings for start-ups to vacant sites for larger companies to build their own research and development facilities. Covering 86 Acres, the ERP is currently home to 59 technology-focused businesses. This includes 46 start-up and early growth companies currently housed in three incubators or multi-tenant buildings operated by EEDC (Research Centre 1, Advanced Technology Centre and Biotechnology Business Development Centre). The ERP's tenants are primarily in technology commercialization and innovation, specifically in the areas of health and wellness, clean technology, nanotechnology and energy extraction and process support services.

From a survey of its tenants, the results highlighted the significant effect the three incubator buildings had on the Edmonton economy:

- Nearly 175 employees (full and part-time) with over \$7.9 million in salaries and wages
- \$9.8 million revenues generated
- \$3.4 million equity capital raised
- \$90 thousand in property taxes
- 100% of respondents rated their incubator experience as either an important or very important part of their company's success



In addition to managing the incubator facilities, the ERP is responsible for the marketing and development of the vacant lands at the Edmonton Research Park. We are focusing on increasing the long-term value derived from these assets to further stimulate our innovation & entrepreneurship priorities.

Objective

Stimulate innovation and entrepreneurship in-line with The Way We Prosper through the ERP's real-estate assets.

The long-term goals and 2015 priority initiatives in support of this objective are as follows:

Long-term Goals	2015 Priority Initiatives
<ol style="list-style-type: none"> 1. Manage ERP real estate portfolio to activate under-utilized assets and generate value through a "build Edmonton" model 2. Optimize landlord business model for EEDC governed facilities 3. Develop a long-term plan for ERP growth and evolution in Edmonton 	<ul style="list-style-type: none"> • Finalize Build Edmonton implementation including appropriate title and governance of assets; operating, funding and governance model; and develop reporting and measurement practices. • Work in partnership with stakeholders to implement a long-term plan for ERP development and retention of value generated within the innovation environment. • Initiate joint venture real estate development project. • Reset a tenant-focused, proactive property management model including appropriate capital maintenance model to ensure longevity of asset. • Finalize and communicate changes to ERP's research and density covenants. • Assess and appropriately action opportunities for new land acquisition or new incubator facilities.

Approved 2015 Budget – Branch Summary (\$000)

	2013 Actual	2014 Budget	2015 Budget	\$ Change '14-'15	% Change '14-'15
Revenue & Transfers					
Rental Revenue	2,728	2,637	2,525	(112)	(4.2)
Total Revenue & Transfers	2,728	2,637	2,525	(112)	(4.2)
Expenditure & Transfers					
Personnel and Related	552	525	542	17	3.2
Operating Expenses	1,609	1,260	882	(378)	(30.0)
Repair & Maintenance	350	678	685	7	1.0
Utilities	915	943	871	(72)	(7.6)
Transfer to Capital Reserve	392	294	604	310	105.4
Total Expenditure & Transfers	3,818	3,700	3,584	(116)	(3.1)
Net Operating Requirement	\$ 1,090	\$ 1,063	\$ 1,059	\$ (4)	(0.4)
Full-time Equivalents	6.0	6.0	6.0	-	

Budget Changes for 2015 (\$000)

Revenue & Transfers - Changes

Rental Revenue \$ (112)

The 2014 budget projected leasing the new building in the Research Park for half of the year. This building is now sold and no revenue is budgeted. The decrease is slightly offset by lease rate increases within current tenant contracts at the other buildings.

Expenditures & Transfers - Changes

Personnel and Related \$ 17

Increase in personnel cost is due to cost of living adjustment.

Operating Expenses \$ (378)

The decrease is due to some long-term contractual obligations that have been completed and are not expected to be required in 2015. This reduction will be utilized to support transfers to capital reserves.

Repair and Maintenance \$ 7

Changes expected in line with inflation adjustment.

Utilities \$ (72)

Reduction in utilities as one of the buildings was sold in 2014.

Transfer to Capital Reserves \$ 310

There is a large capital deficit with respect to the buildings at the Research Park and the transfer will support prioritized capital maintenance that can no longer be deferred.

Full-time Equivalents - Changes 0.0

None

Introduction

The Mayor’s Task Force on Image and Reputation identified the need for Edmonton to develop a clear Edmonton Story that would support Goal One from The Way We Prosper, “A Confident and Progressive Global Image”; in 2014, Make Something Edmonton (MSE) was placed under the auspices of EEDC. MSE and EEDC’s Marketing and Communications division provide complementary services that define the Edmonton Brand and offer examples of how to activate and implement the brand for stakeholders. Several initiatives have been identified for 2015 (see below) which supports *The Way We Prosper* and will ultimately drive economic value for the Edmonton region as the brand becomes increasingly recognizable.

Edmonton is...

A VIBRANT URBAN CENTRE IN THE HEART OF WILDERNESS, THE LARGEST NORTHERNMOST METROPOLIS. THERE’S AN UNIQUENESS TO HOW WE DO ORDINARY THINGS. A CITY THAT IS AUTHENTIC, RUGGED & ORIGINAL; IT’S AN ATTITUDE THAT YOU’LL ONLY APPRECIATE ONCE YOU’VE VISITED EDMONTON.



Objective

Edmonton has an established, confident, authentic brand that is well-marketed in targeted jurisdictions

The long-term goals and 2015 priority initiatives in support of this objective are as follows:

Long-term Goals	2015 Priority Initiatives
<ol style="list-style-type: none"> 1. Strengthen the brand positioning for EEDC and the individual business units. 2. Activate the Edmonton place brand in the corporate community. 3. Market the Edmonton brand in targeted jurisdictions. 4. Provide marketing & communications leadership to support divisions. 5. Establish coordinated strategies and protocols between EEDC and the City Administration on marketing. 	<ul style="list-style-type: none"> • Design targeted Canadian marketing campaigns to deliver the Edmonton story and messaging to market segments that matter to Edmonton. • Continue developing and creating assets that showcase Edmonton consistent with its brand. • Establish the Brand ambassadorship program, which will include workshops on sharing the Edmonton Story, calls to action to participate, and supporting toolkits and support systems for brand ambassadors. • Support various community-level projects that will share the Edmonton Story. • Launch Video Storytelling program to engage the community to submit concepts to share the Edmonton story in a creative way that can be utilized for marketing campaigns.

Approved 2015 Budget – Branch Summary

(\$000)

	2013 Actual	2014 Budget	2015 Budget	\$ Change '14-'15	% Change '14-'15
Revenue & Transfers					
Other Revenue	-	-	-	-	-
Total Revenue & Transfers	-	-	-	-	-
Expenditure & Transfers					
Personnel and Related	\$ -	\$ 275	284	9	3.3
Operating Expenses	-	1,225	1,264	39	3.2
Total Expenditure & Transfers	-	1,500	1,548	48	3.2
Net Operating Requirement	\$ -	\$ 1,500	\$ 1,548	\$ 48	3.2
Full-time Equivalents	-	3.0	3.0	-	

Budget Changes for 2015

(\$000)

Revenue & Transfers - Changes	
Other Revenue	\$ -
None	
Expenditures & Transfers - Changes	
Personnel and Related	\$ 9
Increase in personnel cost is due to cost of living adjustment.	
Operating Expenses	\$ 39
Inflationary increase.	
Full-time Equivalents - Changes	
	0.0
No change.	

**TAKING A RISK, OR HELPING SOMEONE TAKE A RISK,
IS THE MOST EDMONTON THING YOU CAN DO.**