

2015-18 Department Business Plan Progress Report

Economic Development and Tourism

Reporting Period: Q2/2016

Goal 1: Strathcona County attracts business investment that contributes to the long-term financial sustainability of the municipality.

Outcome: Increase in number and types of businesses in Strathcona County.

Progress Update		
Initiative	Status <i>IP: In Progress</i> <i>NS: Not Started</i> <i>C: Complete</i> <i>WI: With Issue</i>	Milestones/Deliverables Achieved
Interact with potential international business investors in the petroleum and petrochemical sectors to aid in business case development for investment in Strathcona County.	IP	Major trade mission to Dallas and Houston for AFPM and IHS shows. Support material for AIH trade mission to China, South Korea and Vietnam. Meeting with Pembina and two other groups looking to invest in PDH plants in SC.
Enhance and encourage support of the logistical hub in Strathcona County that serves the petroleum and petrochemical sectors access to market.	IP	Attended the grand opening of Air Products Hydrogen Plant next to Shell Scotford \$300 million plant. Attended the Stampede Investment forum and tour AIH and Calgary.
Market the community to potential business investment for Strathcona County, focusing on industrial sectors that drive the County's economy.	IP	We had 22 external presentations and updates and 2 internal update presentations.

Opportunities, Challenges and Other

Key Performance Indicator/Measures	Benchmark	Progress Update (include year)	Target
Number of total business establishments in Strathcona County	8,960 (2013)	10,914 – June 2016	11,398 (2018)

Goal 2: Strathcona County works to address appropriate infrastructure needs for the development and business community.

Outcome: Businesses continue to invest, grow and expand in Strathcona County.

Progress Update		
Initiative	Status <i>IP: In Progress</i> <i>NS: Not Started</i> <i>C: Complete</i> <i>WI: With Issue</i>	Milestones/Deliverables Achieved
Market Strathcona County to attract additional industrial businesses that diversify and or support the energy sector.	IP	Major trade missions to Dallas and Houston area. Met with over 25 companies showcasing opportunity in our portion of the AIH. There are three companies that have land locations in SC for the GOA Petrochemical Diversification Program \$500 tax credit program. We anticipate announcement near the end of Q3 2016.
Encourage and facilitate a “Strathcona County Development Readiness Strategy” to have the land and building supply necessary to meet the potential business growth.	IP	We are working on our implementation program for FDI strategy and competitiveness readiness from report McSweeney and Associates.
Build and manage data systems that provide accessibility to trusted and accurate data business requires for locational decisions.	IP	We have moved processed over 6000 business records and began implementing our GIS initiatives.
Facilitate Strathcona County companies seeking assistance with growth and expansion intentions.	IP	We are working on 14 active files for groups expanding in Strathcona County. Some announcements this quarter include: Lowes, The Keg, Sandman Signature. Kinder Morgan Pipe Bridge over Baseline Road, Aspen Plaza and Express Car Wash.

Opportunities, Challenges and Other

Getting the GIS business records to the public realm for the best benefit

Key Performance Indicator/Measures	Benchmark	Progress Update (include year)	Target
Number of business establishments with over four employees	1376 (2013)	1411 (June 2016)	1391 (2018)
Building permit values for commercial and industrial additions and renovations	Three year average values = \$44.1 million	Three year average to August 2016 = \$40.38 million	Three year average values = > \$47 million (2015 -2018)

	(2012 – 2014)		
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Goal 3: Strategic partnerships are leveraged to create opportunities for sustainable growth in Strathcona County

Outcome: Local, regional, national and international partners are aware of Strathcona County, and development opportunities within the municipality.

Progress Update		
Initiative	Status <i>IP: In Progress NS: Not Started C: Complete WI: With Issue</i>	Milestones/Deliverables Achieved
International stakeholder engagement for companies already invested in Strathcona County (head office and global operations engagement and information sharing).	IP	Meetings were held with Shell, Keyara, Plains Midstream, Gibsons, Stantec, MEG, Interpipeline, Air Products, Kinder Morgan, Imperial Oil, Value Creation, Atco.
Identify growth opportunities for business through strong business networks.	IP	Presentations were made to the brokerage community to Residential, Commercial and Industrial Developers and Owners. Over 27 presentations made.
Utilize partnerships to address the current and future needs of business community.	IP	Continued partnership with EDA Alberta, EDAC, IEDC, CHOA and ICSC for information sharing.
Exchange appropriate knowledge with the business community, associations, and other relevant organizations.	IP	Utilizing a concept of memory sticks to share appropriate information with business community. We update these on a monthly basis. Q-2 with distributed over 300.
Liaise with local, regional, provincial, national, and international groups.	IP	Working with the CRB regional economic group, Liaison with GEEDT, attend meetings for EDAC. EDA Alberta and Chamber of Commerce.

Opportunities, Challenges and Other

Key Performance Indicator/Measures	Benchmark	Progress Update (include year)	Target
Number of County Connect requests - review of requests identifying opportunities for partnership	TBD (2016)	3	130 (2018)

Goal 4: Economic Development and Tourism actively develops and updates strategic documents to reflect best practices of economic development.

Outcome: The department exhibits efficiencies and effectiveness in its daily operations.

Progress Update		
Initiative	Status <i>IP: In Progress NS: Not Started C: Complete WI: With Issue</i>	Milestones/Deliverables Achieved
Regular evaluation of services and programs offered by the department to ensure optimization of staff and fiscal resources.	IP	Ongoing through our Business Plan and budget process. To be detailed further after the Economic Sector Analysis & Diversification Review has been completed.
Complete and begin implementation of Economic Sector Analysis and Diversification Review.	IP	The consulting company has been selected and work began in July 2016. Situational Gap Analysis completed. Key stakeholder engagement in process. The report will be completed before November 30 th . Implementation to follow.
Various strategies and implementation plans for department work are developed or updated including: department strategy, foreign direct investment strategy, marketing and social media strategy including development of international marketing materials.	IP	We have received our reports and starting some implementation. We are going to have two new Managers in Q-3-4. We developed a new international package for Sasol lands.
Industrial land strategy and retail market analysis update.	IP	Retail Market Analysis is updated annually. Formal review is scheduled to take place in 2018. Continue to promote the Industrial Land Strategy to align with market conditions. Formal review to take place in 2019.
Market and land use gap analysis.	IP	Working with PDS in conjunction for all their strategy.

Opportunities, Challenges and Other

Key Performance Indicator/Measures	Benchmark	Progress Update (include year)	Target
Number of service enhancements (under development / updating)	2 (2016)	2	6 (2018)

Goal 5: Economic Development and Tourism supports a positive working environment and opportunities for learning and growth

Outcome: Employees are satisfied, empowered and motivated to learn, achieve and innovate.

Progress Update		
Initiative	Status <i>IP: In Progress</i> <i>NS: Not Started</i> <i>C: Complete</i> <i>WI: With Issue</i>	Milestones/Deliverables Achieved
Actively practice and encourage open communication, active listening and support.	IP	Ongoing within the department.
Succession planning for the continuity of department operation and function.	IP	Job descriptions updated and recruitment completed. <ul style="list-style-type: none"> • Manager, Commercial Development started September 1, 2016. • Manager, Industrial Development starts on October 3, 2016. • Crossover period ends October 14, 2016.
Provide timely and meaningful recognition and feedback.	IP	Regular staff meetings and value discussions.
Encourage participation in relevant training.	IP	Education plans will be discussed in the PPR processes.

Opportunities, Challenges and Other

Key Performance Indicator/Measures	Benchmark	Progress Update (include year)	Target
Percent of employees utilizing learning opportunities	78% (2016)	78%	100% (2018)