

# **2015-18 Department Business Plan Progress Report**

## **Economic Development and Tourism**

**Reporting Period: Q2/2017**



**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.*

<b>Progress Update</b>		
<b>Initiative</b>	<b>Status</b> <i>IP: In Progress NS: Not Started C: Complete WI: With Issue</i>	<b>Milestones/Deliverables Achieved</b>
Interact with potential international business investors in the petroleum and petrochemical sectors to aid in business case development for investment in Strathcona County	IP	Attended Texas trade mission to interact with investors and companies in March. Both the American Fuel Petrochemical Manufacturers and World Petrochemical conference. Trade Mission to Calgary also complete with a number of key relationships and industry connections.
Enhance and encourage support of the logistical hub in Strathcona County that serves the petroleum and petrochemical sectors access to market	IP	Site Selection tour held in partnership with AIHA to bring in key individuals to showcase the Edmonton Region. New industrial Site Selection package created and published.
Market the community to potential business investment for Strathcona County, focusing on industrial sectors that drive the County's economy	IP	Editorial advertising feature in chemical business magazine which will target international companies and will be launched at an upcoming AIHA trade mission in the middle east. Attended the International Council of Shopping Centres Conference where 15 meetings were held.

<b>Opportunities, Challenges and Other</b>

<b>Key Performance Indicator/Measures</b>	<b>Benchmark</b>	<b>Progress Update (include year)</b>	<b>Target</b>
Number of total business establishments in Strathcona County	8,960 (2013)	10,822 (1 <sup>st</sup> quarter 2017)	11,150 (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.*

<b>Progress Update</b>		
<b>Initiative</b>	<b>Status</b> <i>IP: In Progress NS: Not Started C: Complete WI: With Issue</i>	<b>Milestones/Deliverables Achieved</b>
Market Strathcona County to attract additional industrial businesses that diversify and or support the energy sector	IP	Economic Diversification & Sector Review completed with action plans underway for implementation. Continuing with Foreign Direct Investment implementation, trade businesses and increased industrial business visits this quarter.
Encourage and facilitate a "Strathcona County Development Readiness Strategy" to have the land and building supply necessary to meet the potential business growth	IP	Ongoing work with Heartland Servicing Team, Planning & Development to ensure readiness of industrial land. Contributions to MDP update discussions. Area Structure Plan review comments and Alberta Industrial Heartland road infrastructure planning.
Build and manage data systems that provide accessibility to trusted and accurate data business requires for locational decisions	IP	Partnering with ESRI on property locator tool and working on development of a more robust business directory. Working on new economic development application to present data using modern methods. Ongoing GIS initiatives underway.
Facilitate Strathcona County companies seeking assistance with growth and expansion intentions	IP	Working on 15 active files, major projects announced or underway include: Kinder Morgan, Imperial Oil, Keyera, Interpipe, MEG, ATCO, Cara Food Group.

<b>Opportunities, Challenges and Other</b>

<b>Key Performance Indicator/Measures</b>	<b>Benchmark</b>	<b>Progress Update (include year)</b>	<b>Target</b>
Number of business establishments with over four employees	1376 (2013)	1415 (Q1 2017)	1391 (2018)
Building permit values for commercial and industrial additions and renovations	Three year average values = \$44.1 million (2012 – 2014)	Three year average to December 2016 = \$37.22 million	Three year average values = > \$47 million (2015 -2018)

**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.*

<b>Progress Update</b>		
<b>Initiative</b>	<b>Status</b> <i>IP: In Progress NS: Not Started C: Complete WI: With Issue</i>	<b>Milestones/Deliverables Achieved</b>
International stakeholder engagement for companies already invested in Strathcona County (head office and global operations engagement and information sharing)	IP	Meetings and interactions with Shell, Keyera, Interpipeline, Pembina, Gibsons, Kinder Morgan, Imperial Oil, Air Products, Atco, Sasol, TransCanada, MEG Energy, One Properties (formerly WAM), Costco etc.
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 25 presentations made in first half of 2017. Microbrewery attraction event held with over sixty in attendance and ongoing follow up.
Utilize partnerships to address the current and future needs of business community	IP	Continued partnerships with EDA Alberta, EDAC, IEDC, ICSC, BREI, AIHA, NCIA, SIA 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. Q2 with distribution over 500. Developing customer relationship management system for tracking inquiries and timely follow up.
Liaise with local, regional, provincial, national, and international groups	IP	Working with the new CRB regional economic group, liaison with GEEDT, attend meetings for EDAC. EDA Alberta and Chamber of Commerce, IEDC, Government of Alberta Economic Development & Trade.

<b>Opportunities, Challenges and Other</b>

<b>Key Performance Indicator/Measures</b>	<b>Benchmark</b>	<b>Progress Update (include year)</b>	<b>Target</b>
Number of County Connect requests - review of requests identifying opportunities for partnership	TBD (2017)	27 (launched May 30, 2017)	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.*

<b>Progress Update</b>		
<b>Initiative</b>	<b>Status</b> <i>IP: In Progress NS: Not Started C: Complete WI: With Issue</i>	<b>Milestones/Deliverables Achieved</b>
Regular evaluation of services and programs offered by the department to ensure optimization of staff and fiscal resources	IP	Completed the Economic Diversification & Sector Analysis. Review of community events being offered as it relates to priority based budgeting and more emphasis on supporting industrial sector attraction, retention and expansion.
Complete and begin implementation of Economic Sector Analysis and Diversification Review	IP	Implementation of key recommendations has commenced within the diversification review. Focus on value chain opportunities within petrochemical and exploration of transportation & logistics sector into the future.
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	Marketing Plans for tourism marketing, FDI strategy implementation, international marketing materials underway. Developed new Economic Directions, new Activity & Travel Guide, site selection guide, and advertorials underway for foreign markets.
Industrial land strategy and retail market analysis update	IP	Continue to promote Industrial Land strategy to align with market conditions. Formal review in 2019. Retail market analysis update to commence in late 2017 with completion in 2018. Investigation to be done on recommendation regarding Transportation & Logistics hub North of Yellowhead as per Diversification review
Market and land use gap analysis	IP	Working in conjunction with PDS in regards to their strategies including comments for MDP review.

<b>Opportunities, Challenges and Other</b>

<b>Key Performance Indicator/Measures</b>	<b>Benchmark</b>	<b>Progress Update (include year)</b>	<b>Target</b>
Number of service enhancements (under development / updating)	2 (2016)	3 (2017)	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.*

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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	Ongoing mentorship and training of new manager's and staff.
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 and 90% of staff are active with education in 2017.

<b>Opportunities, Challenges and Other</b>

<b>Key Performance Indicator/Measures</b>	<b>Benchmark</b>	<b>Progress Update (include year)</b>	<b>Target</b>
Percent of employees utilizing learning opportunities	78% (2016)	90% (2017)	100% (2018)