

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

## **Economic Development and Tourism**

**Reporting Period: Q4/2017**



**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</i> <i>NS: Not Started</i> <i>C: Complete</i> <i>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/C	Continue Foreign Direct Investment action plan (phase 1 implemented) including distribution of site selection materials, custom publication internationally, development of online business & investment intelligence tools, online social media ad's.
Enhance and encourage support of the logistical hub in Strathcona County that serves the petroleum and petrochemical sectors access to market	IP	Site selection tours and hosting around the region. Labour Market Study with AIH to examine labour conditions for major projects and provide solutions going forward. Facilitated retail investment to help increase approximately 250,000 square feet of retail space in 2017.
Market the community to potential business investment for Strathcona County, focusing on industrial sectors that drive the County's economy	IP	Social media targeted marketing, videos for Shell (Industrial), Nutraponics (agriculture), Jacek (manufacturing/retail), and other businesses to highlight success and storytelling. Showcased videos at local theatre. Local newspaper targeted marketing to educate on value chain, custom publication at global petrochem shows in middle east and Europe.

<b>Opportunities, Challenges and Other</b>
<p>Inter Pipeline announcement of \$4.1 billion project for conversion of propane into propylene and further into polypropylene (plastics) which will eventually lead to more focused efforts on value added manufacturing opportunities.</p> <p>Microbrewery definitions may need to be created to allow more commercial application of that use. Retail Cannabis sales definitions required and ongoing adjustments to zoning related to cannabis production may be ongoing.</p>

<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)	10,947 Q4 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.*

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Market Strathcona County to attract additional industrial businesses that diversify and or support the energy sector	IP	Increased industrial business visits for Business Retention & Expansion as well as increased marketing of industrial opportunities both domestically and abroad. Micro-brewery Information Night took place in June to focus on economic diversification
Encourage and facilitate a "Strathcona County Development Readiness Strategy" to have the land and building supply necessary to meet the potential business growth	IP	Assisting with Energy Exploration Advisory Committee for industry development readiness and expansions.
Build and manage data systems that provide accessibility to trusted and accurate data business requires for locational decisions	IP/C	Procured and secured new Customer Relationship Management system to track inquiries and prospects including APP integrations, ongoing GIS mapping for business directories, maps and data competitiveness. Intelligence tools to be integrated into new corporate website. New County Connect public facing assistance tools implemented.
Facilitate Strathcona County companies seeking assistance with growth and expansion intentions	IP	Planning local procurement events for SC based companies looking to expand or capitalize on major projects in AIH and SIA. Worked on over 25 active files, major projects announced or underway: Kinder Morgan, Imperial Oil, MEG, Keyera, Heartland Petrochemical Complex by Inter Pipeline, SweetGrass, Tanks A Lot, Northlands office with 50 staff, ~15 new restaurants, retailers (peavey mart, blaze pizza, sofaland, opening of Indigo and Safeway) and increased office space absorption. Assisted small business as well with ongoing support through one on one consultation and services.

## EDT Q4/2017 Progress Report

Key Performance Indicator/Measures	Benchmark	Progress Update (include year)	Target
Number of business establishments with over four employees	1376 (2013)	1,391 (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 \$38.3 million December 2017	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/C	Meetings and interactions with Tanks A Lot, Inter Pipeline, Kinder Morgan, Imperial Oil, MEG Energy, Keyera, Pembina, One Properties, Primaris (Sherwood Park Mall), Wexford (Buckingham Business Park), SweetGrass.
Identify growth opportunities for business through strong business networks	IP/C	Presentations were made to the brokerage community to residential, commercial, and industrial developers and owners. Over 20 presentations made in second half of 2017.
Utilize partnerships to address the current and future needs of business community	IP	Continue partnerships with EDA Alberta, EDAC, IEDC, ICSC, BREI, AIHA, NCIA, SIA, Edmonton Global for information sharing. Assistance with Beaver Hills Biosphere Celebration in September, Hotel Familiarization Tour for front desk hospitality staff, Christmas in the Heartland (November), Horseless Carriage Club of America Tour (August), Savour Strathcona County (July)
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. Q4 with distribution of 600.
Liaise with local, regional, provincial, national, and international groups	IP	Working with Edmonton Global, liaison with Greater Edmonton Economic Development team, Community Futures, EDA Alberta, ICSC, Chamber of Commerce, IEDC, EDAC, Government of Alberta Economic Development & Trade and Energy.

<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)	44 cases from June 1, 2017 to present. Implemented in June 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.*

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Regular evaluation of services and programs offered by the department to ensure optimization of staff and fiscal resources	IP/C	Reviewed special events handled by EDT. Ongoing focus on industrial sector attraction, retention and expansion.
Complete and begin implementation of Economic Sector Analysis and Diversification Review	C	Completed in early 2017 and implementation of key recommendations ongoing.
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	C/IP	Marketing plans for tourism marketing completed, FDI international marketing materials updated, new website content created, including new site selection guide. Economic Directions, Activity & Travel Guide and advertisements in foreign markets. Comprehensive social media strategy in place including paid advertisements.
Industrial land strategy and retail market analysis update	C	Completed Retail Market Study Update with Thomas consultants in late 2017 and early 2018 in time for retail attraction conference.
Market and land use gap analysis	IP	Ongoing consultation with Planning & Development Services and others to ensure land supply is considered for future planning.

<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 (second half 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 staff.
Provide timely and meaningful recognition and feedback	IP	Staff meetings and frequent communication and recognition of staff.
Encourage participation in relevant training	IP	Yes, ongoing training and integrated into performance plans.

<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)