

2015-18
Department Business Plan

**Economic Development
And Tourism**

Reporting Period: Q4/2016



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 NS: Not Started C: Complete 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	Trade mission to Calgary during summer months. Invited to GOA announcement for petrochemical diversification project where Interpipe (purchased Williams Energy) awarded \$200 million in tax credits.
Enhance and encourage support of the logistical hub in Strathcona County that serves the petroleum and petrochemical sectors access to market.	C	Toured a reporter from National Post which resulted in an exceptional article on the importance of Strathcona County.
Market the community to potential business investment for Strathcona County, focusing on industrial sectors that drive the County's economy.	IP	Presented over 25 external presentations and one internal presentation.

Opportunities, Challenges and Other
Changing government of Alberta policies towards electrical generation and the possible elimination of coal generation by 2030. Uncertainty in the marketplace due to unknown at the provincial, federal and international level.

Key Performance Indicator/Measures	Benchmark	Progress Update (include year)	Target
Number of total business establishments in Strathcona County	8,960 (2013)	11,005 - Dec 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	Completed work on Strathcona County Economic Diversification & Sector Review. Continuing work on attracting industrial businesses via trade missions, FDI implementation, etc.
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. Added Industrial Development Specialist as resource for EDT to move file forward.
Build and manage data systems that provide accessibility to trusted and accurate data business requires for locational decisions.	IP	Partnering with ESRI on upgraded GIS capabilities and open sourced site selection data. Industrial Development Specialist to manage internal data and modernize approach. Ongoing GIS initiatives underway.
Facilitate Strathcona County companies seeking assistance with growth and expansion intentions.	IP	Working on 10-15 active files, major projects announced include Interpipeline PDH-PP, Trans-Mountain Pipeline, Line 3, Keyera land acquisition, retail and office tenants etc.

Opportunities, Challenges and Other

Key Performance Indicator/Measures	Benchmark	Progress Update (include year)	Target
Number of business establishments with over four employees	1376 (2013)	1,415 (2016)	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.

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 with Shell, Keyera, Interpipeline, Pembina, Gibsons, Kinder Morgan, Imperial Oil, Air Products, Atco, Sasol, TransCanada, MEG Energy, 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 second half of 2016.
Utilize partnerships to address the current and future needs of business community.	IP	Continued partnerships with EDA Alberta, EDAC, IEDC, ICSC, 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. Q-4 with distribution over 400.
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, IEDC, Government of Alberta Economic Development & Trade.

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)	Completed process mapping and beta testing for implementation in 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.

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	Further review to be done in 2017 now that the Economic Diversification & Sector Analysis is completed. Position focus change from small business to industrial specialist focus in 2017.
Complete and begin implementation of Economic Sector Analysis and Diversification Review.	IP	Review is complete, now begins work reviewing and implementing recommendations pursuant to the goal of diversifying within the petrochemical industry.
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	2 managers hired Q4 – 2016, and Industrial Development resource added Q1 – 2017. Marketing plans, FDI strategy implementation, international marketing collateral development all to be developed and implemented throughout the course of 2017.
Industrial land strategy and retail market analysis update.	IP	Continue to promote Industrial Land strategy to align with market conditions. Formal review in 2019. Investigation to be done on recommendation regarding Transportation & Logistics hub North of Yellowhead as per Diversification review and Retail study update proposed to commence in late 2017 with completion in 2018.
Market and land use gap analysis.	IP	Working in conjunction with PDS in conjunction for all their strategies including comments for MDP review.

Opportunities, Challenges and Other			
Opportunity with the Anthony Henday ring road now open to further explore opportunities in the Transportation & Logistics sector as a result of new inquiries.			
Key Performance Indicator/Measures	Benchmark	Progress Update (include year)	Target
Number of service enhancements (under development / updating)	2 (2016)	3 (2016)	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.	C	Recruitment completed for new Manager's of Industrial and Commercial Development. New Industrial Specialist also hired Q1 2017.
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 88% of staff are active with education in 2016.

Opportunities, Challenges and Other

Key Performance Indicator/Measures	Benchmark	Progress Update (include year)	Target
Percent of employees utilizing learning opportunities	78% (2016)	88% (2016)	100% (2018)