

Edmonton's Industrial Transformation Roadmap

The City's strategic plan, The Way Ahead, is driven by six 10-year strategic goals that outline a city-building agenda. The Way We Grow, the City's Municipal Development Plan, includes a goal of 'Supporting Prosperity', which includes a commitment to expedite development in new industrial areas and re-development and intensification in existing industrial areas. Similarly, The Way We Prosper includes a significant focus on industrial development as a mechanism to generate jobs, wealth and economic resilience in Edmonton.

Recognizing the importance of the City's overall approach to industrial growth, Sustainable Development undertook a strategic review, in July 2015, to develop an Industrial Transformation Roadmap (Roadmap). The Roadmap was developed using a balanced score card approach, and sets out to address industrial investment as an essential element of building a great City. It considers stakeholder and financial outcomes, internal processes and resource capacity to align all administrative industrial activities and provide focus to these efforts.

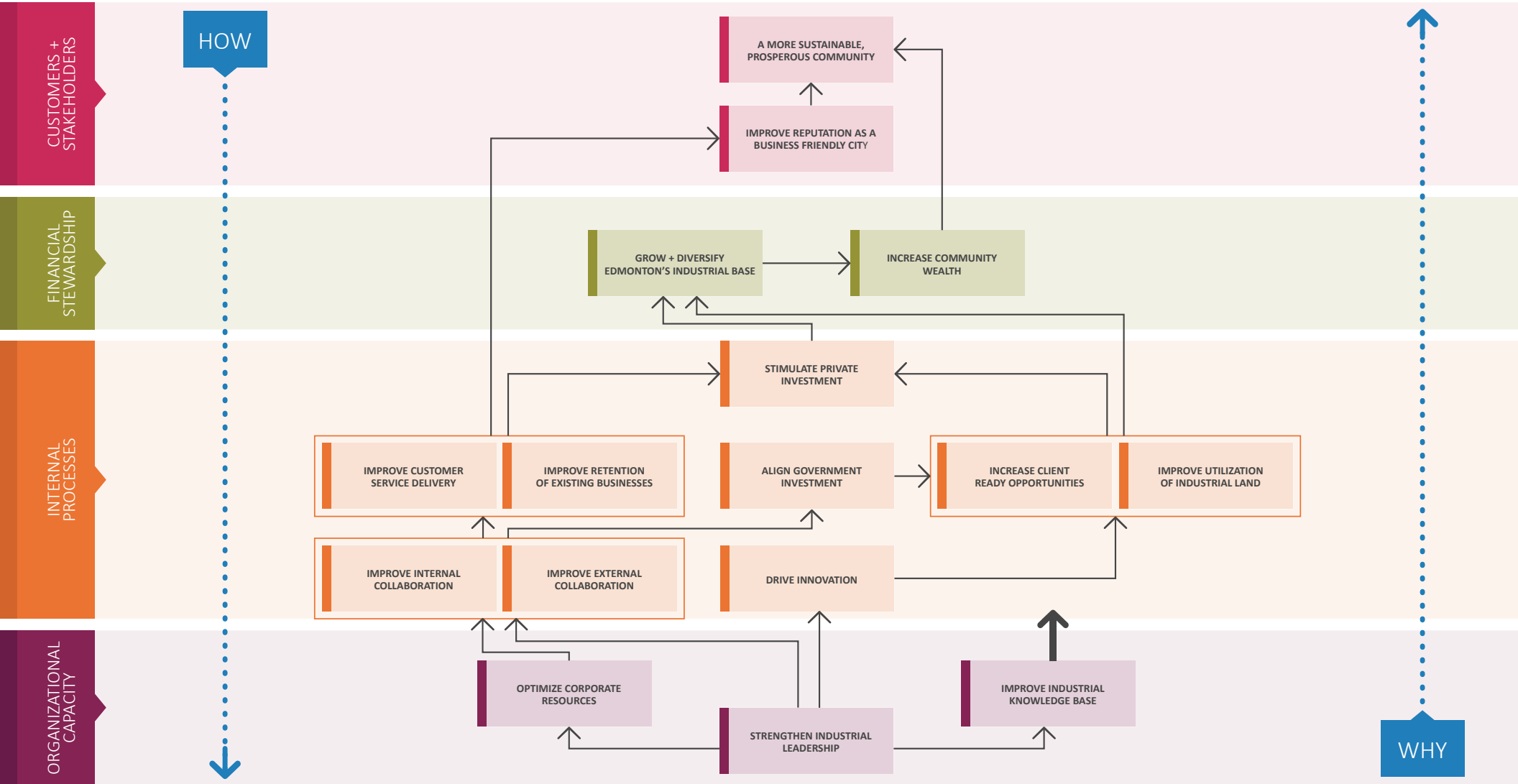
The new Roadmap is intended to reinforce the strategic direction of existing plans and improve co-ordination of industrial development activities across the corporation. By enabling Administration to align current activities, identify gaps, and prioritize opportunities, the Roadmap will transform how the City approaches industrial development. In order to further advance industrial development as a significant part of city-building, a sustained commitment to a comprehensive plan of this nature is required.

In addition to aligning existing plans, the new Roadmap assists the City in taking a holistic, long-range view of its industrial economy. Much of the City's industrial base is connected to the energy sector. The future of industrial development in a carbon-constrained world may be much different than what we see today. The Roadmap brings new focus to industrial innovation as a mechanism to respond to market shifts, and reduce the environmental impact of industrial development. It will increase the agility with which Administration is able to respond to a changing industrial landscape, creating new models that embrace technological advancement to improve economic and environmental outcomes.

INDUSTRIAL TRANSFORMATION ROADMAP

OUR PURPOSE

We lead industrial economic transformation as strategic partners with the business community, citizens and the region to implement Council's vision and increase the economic prosperity and resilience of the city and region.



OUR LEADERSHIP PRINCIPLES:

- We are One City
- We are proud to serve the public
- As stewards we lead
- We do as we say
- I make a difference every day

DESCRIPTION			INTENDED RESULT
CUSTOMERS + STAKEHOLDERS	A MORE SUSTAINABLE, PROSPEROUS COMMUNITY	The Edmonton Industrial Economic Transformation Agenda leads on the maintenance/enhancement/expansion of industrial development in the city to drive community wealth creation as well as stable tax revenues to the City. These revenues provide the financial means to become the Great City / Region.	<ul style="list-style-type: none"> The City and community are financially resilient throughout economic cycles and economic shifts The industrial sector provides a stable source of revenue to contribute to fund public and private efforts (infrastructure, services, and programs) to support Edmonton as a long term “livable” city/region
	IMPROVE REPUTATION AS A BUSINESS FRIENDLY CITY	Improve Edmonton’s reputation as a business friendly city (providing a service oriented, predictable environment) where businesses can also obtain a favourable balance between costs and profitability.	<ul style="list-style-type: none"> Edmonton is recognized by industry and associations as a business friendly city Edmonton is recognized as an investable city for industrial business, development and innovation opportunities Industry continues to look for opportunities to invest in Edmonton
FINANCIAL STEWARDSHIP	GROW AND DIVERSIFY EDMONTON’S INDUSTRIAL BASE	Attract investment in the industrial business sector, diversifying the composition of Edmonton’s industrial base by retaining and growing existing businesses and attracting new businesses.	<ul style="list-style-type: none"> Steady industrial land supply and absorption rates Composition of industrial land base maintains a balance of light, medium and heavy industrial users Increased industrial share of tax base within the city and the region Increased diversity within and between industrial business sectors Grow the industrial tax base
	INCREASE COMMUNITY WEALTH	Support Edmonton and region’s overall prosperity by focusing on the generation of community wealth through enhancements of the city’s industrial sector.	<ul style="list-style-type: none"> Recognized as having individual, local, regional, provincial, national economic security/stability Edmonton has an increased share of industrial related jobs increased share of high value (intensity of employment, good wages, high skill sets, scale and scope of employment) industrial based/related jobs Existing industrial businesses increase investment within Edmonton
INTERNAL PROCESSES	STIMULATE PRIVATE INVESTMENT	The City understands its competitive edge and gaps for investment, working across departments and with external partners to actively attract private sector investment (local, national and global) to stimulate industrial sector growth and development.	<ul style="list-style-type: none"> Increased industrial and business investment in the city Diverse private investment is attracted Private investment growth is long term and sustainable Edmonton welcomes industrial investment that further promotes economic growth
	IMPROVE CUSTOMER SERVICE DELIVERY	Deliver professional, helpful, high quality municipal services and actively assist our clientele throughout all aspects of City service delivery and improve our ability to adjust to new market conditions.	<ul style="list-style-type: none"> Customers enjoy a simplified and easy to navigate application process that has predictable timelines Customers receive constructive and valuable advice on applications for permits, land development and engineering drawings Businesses agree the City is reliable and predictable, which builds a trusting relationship/partnership
	IMPROVE RETENTION OF EXISTING BUSINESSES	Retain and expand existing businesses by understanding current and future market conditions and addressing barriers to industrial business growth.	<ul style="list-style-type: none"> Businesses are retained and thrive in Edmonton’s industrial environment Businesses expand due to reduced barriers
	ALIGN GOVERNMENT INVESTMENT	Edmonton, with Industry, leads and influences higher orders of government to “prime the pump” to build investor confidence and stimulate industrial sector growth. Governments demonstrate long-term commitment to investment.	<ul style="list-style-type: none"> Aligned and committed funding available from all orders of government Municipal and private sector infrastructure in industrial areas is high quality Edmonton and the region are one voice with shared resources, joint planning, messaging and marketing Edmonton is viewed as an industrial leader
	INCREASE CLIENT READY OPPORTUNITIES	Ensure an inventory of lands are fully serviced to support the growth and diversification of our industrial economy and land base. Servicing and infrastructure (water, sewer, power, gas and adjacent roadway access) are available in a timely manner so the end user development process can proceed.	<ul style="list-style-type: none"> Edmonton has available serviced industrial land with water, sewer, power, gas, and road networks ready for development Edmonton’s comprehensive industrial base facilitates economic development of the future economy Edmonton responds to developments in a strategic and dynamic way to meet market demand
	IMPROVE UTILIZATION OF INDUSTRIAL LAND	Encourage optimal use of industrial land (both City-owned and privately-owned) to advance multiple Council approved outcomes.	<ul style="list-style-type: none"> Through intensification and by facilitating new growth on existing underutilized sites Edmonton’s industrial land becomes efficiently utilized Corporate outcomes are supported Edmonton has thriving industrial neighbourhoods that are dense, where businesses are profitable, and stable
	IMPROVE EXTERNAL COLLABORATION	Effectively communicate and collaborate to build aligned goals and mutually beneficial results among external stakeholders, the public and governments (regional, provincial and federal).	<ul style="list-style-type: none"> The City, region and Province are aligned on policy and infrastructure development priorities City communications are proactive, timely and relevant Public is aware of, and supports, industrial development investment
	IMPROVE INTERNAL COLLABORATION	Effectively communicate with Council and collaborate within, and among, departments to ensure industrial development information, knowledge and decision making is shared and understood.	<ul style="list-style-type: none"> Staff have clear understanding of roles and responsibilities and processes Staff are responsive to industrial priorities Industrial work plans are integrated and implementation is coordinated
	DRIVE INNOVATION	Lead and facilitate private and public collaborative initiatives to design, develop and stimulate new forms of industrial growth and development including increasing environmental sustainability.	<ul style="list-style-type: none"> Servicing standards meet the needs of the emerging industrial economy Increased investment, partnership and leadership in eco-industrial market Increased creative designs and standards that promote innovative and sustainable development More creative solutions that support reduced environmental impact
ORGANIZATIONAL CAPACITY	OPTIMIZE CORPORATE RESOURCES	City Administration allocates corporate-wide resources (people, funds and technology) to support industrial economic transformation. A common understanding of outcomes and alignment of roles and responsibilities leads to effective and integrated decision making.	<ul style="list-style-type: none"> City staff working with industrial economic transformation have well defined goals, roles and an accountability framework, and understand other team members roles Resource allocation decisions are based on strategic priorities Staff and processes are adaptable and flexible to tackle emerging challenges
	IMPROVE INDUSTRIAL KNOWLEDGE BASE	Educate and retain staff to create a strong and knowledgeable industrial team. Ensure a wide range of skill sets (i.e. strategic, financial, development, infrastructure, marketing, planning) exist.	<ul style="list-style-type: none"> Required skillsets for industrial development exist across the organization Teams are skilled to execute their work and are knowledgeable in looking for solutions and improvements Staff understand the industrial development industry, processes and associated impacts to achieve effective outcomes This includes land servicing, land planning, marketing, economic development, business relations, partnerships and advocacy (orders of government) Staff understands, anticipates and prepares for changes in the industrial economy
	STRENGTHEN INDUSTRIAL LEADERSHIP	Elevate the focus of the industrial economic transformation agenda within the Corporation with clear champion(s) who set the vision, direction and priorities to build strong political support and clear expectations.	<ul style="list-style-type: none"> Administration’s leadership and staff understand that industrial economic transformation is a priority Staff have a common understanding of industrial strategy and purpose CLT and Council provide strong leadership for industrial priorities and investment