

The Way We Prosper

Draft Goals and Strategic Objectives

Recommendation:

That the July 18, 2012, Sustainable Development report 2012SHE029, be received for information.

Report Summary

The Way We Prosper, the long-term economic development strategy for the City of Edmonton, is advancing to the final stages of development. Council direction regarding the draft goals, strategic objectives and actions will guide completion of the plan.

Report

This report provides the following:

1. An update on the progress to date on *The Way We Prosper* as well as next steps.
2. The draft goals, strategic objectives and actions, which will form the basis of the final plan that will come back to City Council in the fall of 2012.
3. An update for Council on the economic development activities underway, concurrent to the development of *The Way We Prosper*.

Background:

Under *The Way Ahead* Plan, City Council identified a Strategic Goal - 'Diversify Edmonton's Economy' and called for a comprehensive economic development strategy (*The Way We Prosper*) to implement this goal. Five corporate outcomes for *The Way We*

Prosper were identified at a March 24, 2011, City Council meeting:

- The Corporation supports a competitive business climate and delivers business friendly services
- The City facilitates the development of established businesses and sectors
- The City supports the development of high potential sectors
- The City attracts talent and investment making it nationally and internationally competitive
- The City is an effective participant in regional partnerships and collaboration.

These outcomes informed the development of *The Way We Prosper*.

Update on *The Way We Prosper*

The consulting team of Millier Dickinson Blais Inc., in association with Western Management Consultants, were retained to undertake an extensive review of existing and projected economic conditions, as well as, conduct extensive local consultation in developing an economic development strategy.

The Way We Prosper is being advanced through the following stages:

1. Business and Environmental Scan (November 2011 - February 2012)
2. Stakeholder Consultation (November 2011 - June 2012)
3. Synthesis and analysis of data into Strengths, Weakness, Opportunities, Threats (February - March 2012)
4. Draft Strategy Development (April - June 2012)

5. Final Strategy development and final report (July - October 2012)

Stages 1-4 are now complete; the final development stage for the plan is now underway. A summary of each stage is provided below. All supporting documents referenced in this report are available on the City's Website at: www.edmonton.ca/thewayweprosper

Stage 1 - Business and Environmental Scan:

A Technical Report was developed that provides key information on the economic advantages of the Edmonton region and the Province, and a review of recent economic development plans completed across the Province, including the Premiers Council for Economic Strategy and the Capital Region Board's Economic Roadmap.

Stage 2 - Stakeholder Consultation:

An extensive stakeholder consultation process was undertaken and included:

- interviews with over 150 regional business leaders
- three focus group sessions at three different stages in the Plan with a Business Advisory Committee comprised of 60 Edmonton business and community leaders
- over 90 members of the public registered for focus group sessions and another 140 people participated in an online survey
- a public economic development workshop was held in April 2012 with over 80 people participating
- inputs from interviews with the Mayor and City Councillors and administrative briefings.

This structured consultative process engaged a broad cross-section of the community leaders, interest groups/individuals, agencies and government. The consultants have shaped the draft goals, strategic objectives and actions based on the feedback received. The draft goals and strategic objectives were presented to the Business Advisory Committee on June 20, 2012, to ensure Edmonton's business community had an opportunity to preview the work.

In addition, presentations on *The Way We Prosper* were made to key stakeholder groups such as the Greater Edmonton Economic Development Team, Chamber of Commerce Task Force on Economic Diversity, and the NextGen Committee. Draft goals and strategic objectives were presented to the Edmonton Economic Development Corporation Board of Directors strategic planning session in late May of this year.

Final stakeholder check-ins occurred in early July 2012, in preparation for the presentation of this report to Council.

Stage 3 - SWOT Analysis and Strategic Alignment with 'The Ways':

A synthesis and analysis of data and consultation inputs was incorporated into a SWOT (Strengths, Weakness, Opportunities, Threats) analysis.

Four areas of focus emerged from the Strengths, Weakness, Opportunities, Threats analysis that provided a strong framework for the creation of the economic development strategic plan – Strengths, Weakness, Opportunities, Threats Analysis Major Themes.

The Way We Prosper team also conducted interviews with the other Way Plan committees to identify areas of commonality and possible areas where the Plans may diverge. Opportunities were also provided where civic employees could receive the information and provide comments, since economic development touches almost every department in the City.

Stage 4 - Draft Strategy Development:

The consultants have prepared draft goals, strategic objectives and actions for *The Way We Prosper*. These form the foundation of this economic development strategy and were arrived through several inputs:

- City Council's outcomes agreed to in March 2011
- the feedback and insights provided by the business community and other stakeholders through the extensive public consultation
- the economic data gathering and analysis as summarized in the technical report and SWOT analysis, and
- the investigation of regional, provincial, national and international economic development practices

This wealth of knowledge and experience has enabled *The Way We Prosper* team to develop these dynamic, world class economic strategies to direct Edmonton's economic and growth agenda for the next decade.

Council Input and Direction

Subject to Council direction on the draft final report from the consultants of *The Way We Prosper* (Attachment 1), Administration intends to return to City

Council in the fall of 2012 with all documents in their final form. The Draft Final Report from the Consultants of *The Way We Prosper* recommends five goals. Each goal is supported by a number of strategic objectives.

On-going Concurrent Activities in Economic Development

While *The Way We Prosper* plan was under development, Executive Committee asked Administration to concurrently take action on several important economic initiatives. In response, Administration, in collaboration with Edmonton Economic Development Corporation, has advanced work in these key areas as follows:

1. Image and Reputation Management
2. Industrial Development Program
3. Northern Circumpolar Leadership
4. Labour and Workforce
5. Transformative Projects
6. Community Economic Development
7. Working Together – Regional Economic Development
8. Working Together – City of Edmonton and Other Related Organizations

Attachment 2 provides an update on these concurrent economic development activities.

Corporate Outcomes

Preparation of a comprehensive economic development strategy, while also actively advancing concurrent economic development opportunities, will contribute to the diverse and

prosperous economy envisioned by *The Way Ahead*, Edmonton's Strategic Plan 2009 – 2018.

Attachments

1. *The Way We Prosper* -
The City of Edmonton's Economic Development Plan (Consultant's Report)
2. Concurrent Economic Development Initiatives
3. *The Way We Prosper* -
Background Information

Others Reviewing this Report

- L. Rosen, Chief Financial Officer and Treasurer
- D. H. Edey, General Manager, Corporate Services
- L. Cochrane, General Manager, Community Services
- R. Boutilier, General Manager, Transportation Services