

THE WAY WE PROSPER

Draft Goals and Strategic Objectives

TRANSFORMING | **EDMONTON**

BRINGING OUR CITY VISION TO LIFE



Taking direction from The Way Ahead

- A progressive and innovative 30 year vision of the community based on input from thousands of local stakeholders and citizens
- The outcome of this process was the creation of six ten-year goals intended to shape and direct strategic thinking and decision making for the City
- The City of Edmonton's The Way We Prosper plan is the response to The Way Ahead 10 year goal to "Diversify Edmonton's Economy"

10 Year Strategic Goal for The Way We Prosper

“Edmonton is recognized as an economic powerhouse, maximizing the diversity of its economic advantages, including its location as Port Alberta and a portal to the north; as the urban centre of regional industrial development; as a knowledge and innovation centre for value-added and green technologies and products; and as a place that attracts and supports entrepreneurs.”

Council Outcomes

- 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

Strategy Development

- The Way We Prosper Project Management Team – City and EEDC staff
- Consultant Team
- Extensive review and analysis of economic data
- Extensive consultation with local business and community

Diversify Edmonton's economy

- *The Way We Prosper* sets out the long term goals to achieve this, together with shorter term strategic objectives and actions that will guide economic development in Edmonton
- *The Way We Prosper* directly informs the City as to the approach and resources needed to achieve economic development outcomes

Alignment with the other 'Ways'

- The Way We Prosper is not the only city plan guiding the development and growth of the City of Edmonton
- The Way We Finance shares the common objectives of economic prosperity and fiscal health for the City
- The Way We Grow, The Way We Live, The Way We Move, The Way We Green also advance the long term livability and sustainability of the city

Council Update

- Review of the results from the plan development process as reflected in the draft goals and strategic objectives of *The Way We Prosper*
- Update City Council on current economic development activities already being implemented while *The Way We Prosper* is being developed
- Intention to return to City Council in fall 2012 with *The Way We Prosper* in its final form

Consultants to *The Way We Prosper*

- **Millier Dickinson Blais**, offices in Alberta and Ontario
- **Western Management Consultants** offices in Edmonton, Calgary, Vancouver and Toronto



The Way We Prosper

Presentation to Edmonton City Council

Presented by

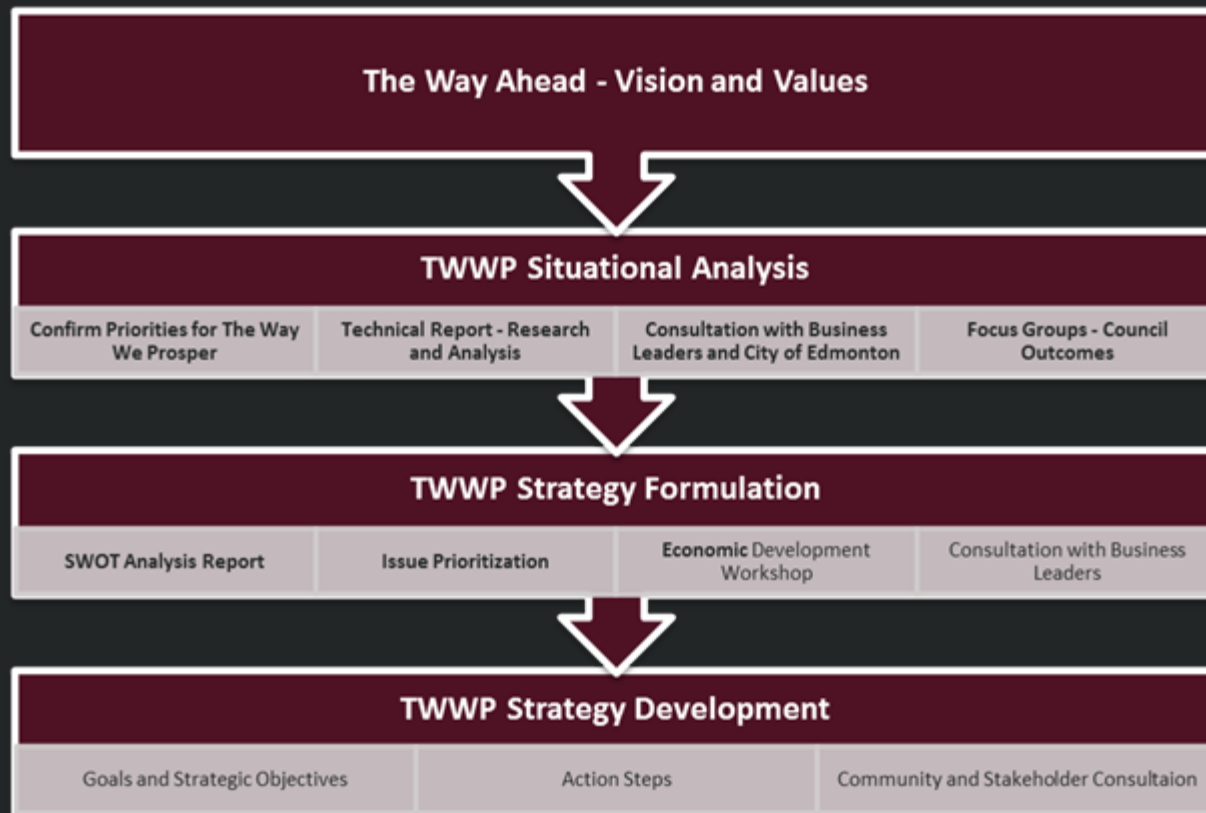
Lauren Millier, Principal Millier Dickinson Blais Inc.

Kent Stewart, Director Western Management Consultants

July 18, 2012



Strategic Planning Process





Community Consultation Program

- Interviews with community and business leaders, government, economic development partners
- On-line questionnaire geared to business community
- Focus group discussions geared to Corporate Outcomes
- Economic Development Workshop focused on major themes
- Interviews with members of Council and the Corporate Leadership Team
- Input from the City's Business Advisory Committee



Input from Business and Community Leaders

- Developed a database of more than 300 individuals and organizations
- Developed a range of tools to engage participants and explain process
- Completed 150 one on one interviews with business and community leaders
- Interviews with Senior Management and Mayor and Members of Council
- Feedback collected in a systematic way



Input from Business and Community Leaders

■ Core Strengths

- Leadership
 - current leadership seen as going in right direction
- Culture and Character of Community:
 - educated, entrepreneurial, welcoming, a meritocracy
- Quality of Life:
 - housing, recreation, lower business and start up costs, safe city
- Economic Security:
 - assures employment growth, entrepreneurial opportunities



Input from Business and Community Leaders

■ Key Challenges

- Labour Supply:
 - won't reach potential without highly qualified, skilled, trained workers
- Brand/Image of City:
 - need to address perception vs. reality of city image
- Economic Development/Marketing Integration:
 - need to collaborate to sell and market
- Facilitating Development:
 - slow and bureaucratic, not proactive or innovative



Input from Business and Community Leaders

■ Key Challenges (cont'd)

- Capitalizing on Core Strengths:
 - not capturing value added opportunities, innovative technologies
- Focus on Next Economy:
 - not building capacity to innovate, productize, commercialize and market business innovators
- Venture Capital:
 - weak in the application of venture capital/funding for small business



Input from Business and Community Leaders

■ Opportunities

- Authentic, Resilient Brand:
 - effective branding and marketing strategy is needed
- Capital City Centre:
 - build out plans for downtown, create walkable, attractive retail areas
- Edmonton's River Valley:
 - need to develop the valley as a destination



Input from Business and Community Leaders

■ Opportunities

- Education + Business Strengths:
 - enhance ties between the university, research organizations and business
- Position Cleantech as an Edmonton Advantage:
 - consider across the broadest spectrum of opportunities



The Context for Economic Development

SEVEN MAJOR THEMES

- Position Edmonton as a global energy hub for investment and support activities
- Position Edmonton as a 'centre of excellence' for clean technologies
- Position Edmonton as a sustainable, livable city
- Foster a supportive business environment



The Context for Economic Development (cont'd)

SEVEN MAJOR THEMES

- Address the challenges of attracting and retaining a skilled workforce
- Drive greater levels of innovation and commercialization on the part of business and educational institutions
- Develop a compelling marketing effort to raise the profile and brand of the City nationally and internationally



Goals, Strategic Objectives and Actions

- **GOALS**

- What do we aspire to be as a City?

- **STRATEGIC OBJECTIVES**

- What do we want to accomplish as a City?

- **ACTIONS**

- How do we make this happen?



Goal Statements

- Edmonton – A Confident and Progressive Global Image
- Edmonton – Internationally Renowned as a Powerhouse of Industry
- Edmonton – An Unrivalled, Competitive Business Climate
- Edmonton – An Environment for Innovation
- Edmonton – A Vibrant, Livable City



GOAL 1: A CONFIDENT AND PROGRESSIVE GLOBAL IMAGE

- Leveraging the talent and expertise that resides in the community
- Drawing attention to the aspects of the City that set it apart nationally and internationally



GOAL 1: A CONFIDENT AND PROGRESSIVE GLOBAL IMAGE

■ Strategic Objectives:

- Edmonton is uniquely positioned nationally and internationally as an industrious and entrepreneurial City
- An exceptionally well-coordinated and best in class metropolitan marketing campaign
- Edmonton is globally recognized as a great place to live, go school, visit and invest



GOAL 2: INTERNATIONALLY RENOWNED AS A POWERHOUSE OF INDUSTRY

- Developing new business and markets around our core industries
- Positioning the City as the service and supply point for Alberta's energy and resource sectors



GOAL 2: INTERNATIONALLY RENOWNED AS A POWERHOUSE OF INDUSTRY

■ Strategic Objectives:

- Unparalleled growth in business development and investment in energy services and technologies
- Canada's circumpolar region looks to Edmonton for expertise in resource and industrial development
- New sectors and markets have emerged and businesses thrive as they capitalize on Edmonton's economic and innovation strengths



GOAL 3: AN UNRIVALLED, COMPETITIVE BUSINESS CLIMATE

- Removing barriers to innovation, efficiency and investment
- Fostering stronger relationships with business, other levels of government and educational institutions



GOAL 3: AN UNRIVALLED, COMPETITIVE BUSINESS CLIMATE

■ Strategic Objectives:

- A City committed to business
- The priority needs of business are effectively supported
- Small and medium sized enterprises and entrepreneurs are supported with highly developed business knowledge and skills
- A global talent pool responding to the challenges of a diverse economy



GOAL 4: AN ENVIRONMENT FOR INNOVATION

- Fostering and communicating the City's culture of innovation and entrepreneurship
- Attracting and retaining world class talent and investment capital



GOAL 4: AN ENVIRONMENT FOR INNOVATION

- **Strategic Objective:**
 - A dedicated network of educators, industry, researchers and resources committed to supporting commercialization of innovation



GOAL 5: A VIBRANT, LIVABLE CITY

- Creating a quality of place that draws national and international recognition
- Recognizing the value of a vibrant urban core and sustainable neighbourhoods



GOAL 5: A VIBRANT, LIVABLE CITY

■ Strategic Objectives:

- Downtown Edmonton stands out as an economic driver for the region and a central place to live, work and gather in the City
- Edmonton is a model for thriving neighbourhoods and communities that embody the best of social, economic, cultural and environmental business growth and practices



The Way We Prosper

- Framed by the Vision and Values of The Way Ahead
- Reflects the changing nature of Edmonton's local and regional economy
- Identifies the opportunities that will differentiate the City nationally and internationally
- Informed by extensive research and input from business and community leaders
- Premised on partnership and coordination with City's economic development partners and senior levels of government

THE WAY WE PROSPER

Concurrent Economic Development Initiatives

TRANSFORMING | **EDMONTON**

BRINGING OUR CITY VISION TO LIFE



Concurrent Economic Development Initiatives

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

Image and Reputation Management

- **Initiative:** There is an identified need to enhance Edmonton's image and reputation provincially, nationally and internationally. Image and reputation management has been initiated and is being led corporately through the City Manager's Office.
- **Relationship to The Way We Prosper:**
Goal: Edmonton – A Confident and Progressive Global Image

Industrial Development Program

- **Initiative:** Continue implementation of a strategic industrial development program that facilitates investments in Edmonton's industrial neighbourhoods. The implementation plan includes preparatory work to improve the investability of the Edmonton Energy Technology Park.
- **Relationship to The Way We Prosper:**
 - Goal: Edmonton – A Confident and Progressive Global Image
 - Goal: Edmonton – Internationally Renowned as a Powerhouse of Industry
 - Goal: Edmonton - An Unrivalled, Competitive Business Climate

Northern Circumpolar Leadership

- **Initiative:** To build relationships with government, industry and cultural and tourism organizations promotes partnerships and joint action. To foster business activity and position Edmonton as the major gateway to northern Alberta and the circumpolar region.
- **Relationship to The Way We Prosper:**
 - Goal: Edmonton – A Confident and Progressive Global Image
 - Goal: Edmonton – Internationally Renowned as a Powerhouse of Industry
 - Goal: Edmonton – An Environment for Innovation

Labour and Workforce

- **Initiative:** Demands for workforce, professionals and skilled technical people continues to grow in Alberta, requiring industry, business, education and government to collaborate on meeting demand.
- **Relationship to The Way We Prosper:**
 - Goal: Edmonton – Internationally Renowned as a Powerhouse of Industry
 - Goal: Edmonton – A Confident and Progressive Global Image

Transformative Projects

- **Initiative:** Transform the city through implementation of major economic initiatives.
- **Relationship to The Way We Prosper:**
 - Goal: Edmonton – A Confident and Progressive Global Image
 - Goal: Edmonton – A Vibrant, Livable City

Community Economic Development

- **Initiative:** Supporting the growth and sustainability of small business and enterprise development that ensures a thriving sustainable local economy.
- **Relationship to The Way We Prosper:**
 - Goal: Edmonton – An Unrivalled , Competitive Business climate
 - Goal: Edmonton – A Vibrant, Livable City

Working Together - Regional Economic Development

- **Initiative:** Maintain strategic linkages with other municipalities and regional organizations to encourage regional collaboration in regional economic development.
- **Relationship to The Way We Prosper:**
 - Goal: Edmonton - Internationally Renowned as a Powerhouse of Industry
 - Goal: Edmonton - An Environment for Innovation

Working Together - City of Edmonton and Other Related Organizations

- **Initiative:** Actively engaging with Edmonton's organizations, agencies and businesses to encourage and support the broader economic development agenda.
- **Relationship to The Way We Prosper:**
 - Goal: Edmonton - An Unrivalled, Competitive Business Climate
 - Goal: Edmonton - An Environment for Innovation

Advancing The Way We Prosper

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*

Next steps

- Advice and direction from City Council on the draft goals and strategic objectives in *The Way We Prosper*
- Return to City Council in fall 2012 with *The Way We Prosper* in its final form

Thank You

- Question, Comments & Direction