

## Implementation Plan Outline

Action	Potential Implementation Lead	Potential Implementation Support	Draft Performance Measures	Measurement anticipated by
<b>ACTION 1:</b> Align relevant economic development activities, reporting metrics, funding agreements, and grants to ensure we're working together as effectively as possible	City of Edmonton (Economic Investment Services Branch)	Alberta's Industrial Heartland Association, Business Improvement Areas, Edmonton Global, Edmonton Screen Industries Office, Explore Edmonton, Health City, Innovate Edmonton and others	Jobs created through economic grants  Jobs created by each economic development partner	Short Term Within Current Budget Cycle (2021-2022)
<b>ACTION 2:</b> Leverage projects designed to improve Edmonton's regulatory processes and reduce red tape so that we are agile	City of Edmonton (Development Services, Economic Investment Services, Planning and Environment Services, Branches, Department Strategy Urban Planning)	N/A	Number of initiatives completed to support red tape reduction  Estimated dollar value savings (time) associated with regulatory improvements	Short Term Within Current Budget Cycle (2021-2022)

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	& Economy Section)			
<b>ACTION 3:</b> Support building capacity and access to resources for entrepreneurs from marginalized communities, such as racialized entrepreneurs, and newcomers	City of Edmonton (Economic Investment Services, Social Development Branches, Respect in the Workplace Section)	Alberta Women Entrepreneurs, Black Canadian Women in Action, Edmonton Chamber of Commerce, Edmonton Mennonite Centre for Newcomers, Health City, Innovate Edmonton and others	Number of entrepreneurs who identify with a marginalized group supported (ConnectEdmonton)  Budget dollars allocated to programs that include support for entrepreneurs from marginalized groups	Short Term Within Current Budget Cycle (2021-2022)
<b>ACTION 4:</b> Prioritize local and equitable procurement through a local procurement policy	City of Edmonton (Corporate Procurement and Supply Services Branch)	N/A	Number of contracts under \$75K awarded to local businesses  Dollars awarded to local businesses through the City's procurement processes  Local employment created through the City's procurement processes	Short Term Within Current Budget Cycle (2021-2022)
<b>ACTION 5:</b> Support projects aimed to strengthen or eliminate gaps within existing local supply	City of Edmonton (Economic Investment	Edmonton International Airport, Edmonton	Number of businesses reporting improved distribution of their goods /	Medium Term (2023-2026 Budget Cycle)

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chain networks	Services Branch)	Screen Industries Office, Innovate Edmonton and others	services (City Plan)	
<b>ACTION 6:</b> Leverage Edmonton's digital infrastructure, including Open Data, fibre optic network and the innovation corridor, to link research, educational and technology organizations	City of Edmonton (Economic Investment Services, Open City and Technology, Reputation and Brand Branches)	Edmonton Global, Innovate Edmonton and others	Number of projects that leverage open data  Number of research, educational and tech organizations leveraging Edmonton's digital infrastructure  Number of technology startups (ConnectEdmonton)	Medium Term (2023-2026 Budget Cycle)
<b>ACTION 7:</b> Align outstanding Industrial Action Plan actions to other work currently occurring, and prioritize key outstanding activities related to funding tools	City of Edmonton (Assessment and Taxation, Economic Investment Services, Financial Services Branches)	Alberta's Industrial Heartland Association, Edmonton Global and others	Value and number of Industrial Building Permits (The City Plan)  Employment in Edmonton's industrial areas	Short Term Within Current Budget Cycle (2021-2022)
<b>ACTION 8:</b> Clearly identify economic development outcomes in City Capital Budget requests	City of Edmonton (Economic Investment Services, Financial Services, Planning and Environment Services Branches)	N/A	Number of initiatives (and dollar value) identified through economic development lens  Employment created through capital investments	Short Term Within Current Budget Cycle (2021-2022)
<b>ACTION 9:</b> Create a development strategy for the new	City of Edmonton (Economic	Edmonton International	Value of building permits in the new non-residential	Long Term (2027-2030 budget

non-residential lands adjacent to the Edmonton International Airport	Investment Services, Planning and Environment Services Branches)	Airport and others	lands adjacent to EIA (The City Plan)  Employment created in the new non-residential lands adjacent to EIA	cycle)
<b>ACTION 10:</b> Develop tools and strategies to attract commercial, residential and mixed-use development in nodes and corridors	City of Edmonton (Building Great Neighbourhoods, Development Services, Economic Investment Services, Infrastructure Planning and Design, Planning and Environment Services, Real Estate Branches)	Business Improvement Areas and others	Number of businesses within nodes and corridors (The City Plan)  Value of commercial, residential and mixed-use investment in nodes and corridors (or value of building permits) (The City Plan)  Employment created through development grants in nodes and corridors (The City Plan)	Long Term (2027-2030 budget cycle)
<b>ACTION 11:</b> Support enhanced experiences by encouraging opportunities for low impact businesses to operate in parks and public space	City of Edmonton (City Planning, Community and Recreation Facilities, Development Services, Economic Investment Services, Real Estate, Reputation and Brand	Explore Edmonton	Number of businesses operating in public spaces  Employment associated with businesses in parks and public spaces	Short Term Within Current Budget Cycle (2021-2022)

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	Branches)			
<b>ACTION 12:</b> Develop tools to facilitate growth in green economic sectors	City of Edmonton (Economic Investment Services, Planning and Environment Services, Financial Services Branches)	N/A	Employment created in green economic sectors  Number of new businesses that have adopted sustainable development goals	Long Term (2027-2030 budget cycle)
<b>ACTION 13:</b> Work together to support emerging made-in-Edmonton technology solutions	City of Edmonton (Economic Investment Services, Open City and Technology Branches)	Edmonton Global, Innovate Edmonton and others	Number of patents assigned in Edmonton region  Employment in Innovation Corridor (The City Plan)  Employment in Edmonton's Information and Communication Technology sector  Number of businesses in the Information and Communication Technology sector (ConnectEdmonton)	Short Term Within Current Budget Cycle (2021-2022)
<b>ACTION 14:</b> Support emerging off-shoots of the energy sector	City of Edmonton (Economic Investment Services, Planning and Environment Services Branches)	Alberta's Industrial Heartland Association and Edmonton Global	Employment in off-shoots of the energy sector  Contribution of energy sector off-shoots to Edmonton CMA Gross Domestic Product (ConnectEdmonton)	Medium Term (2023-2026 Budget Cycle)

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<p><b>ACTION 15:</b> Advance a coordinated approach to growing the local food economy</p>	<p>City of Edmonton (Economic Investment Services Branch)</p>	<p>Edmonton Food Council, Edmonton Global, Edmonton Metropolitan Region Board, Explore Edmonton, NAIT and others</p>	<p>Number of businesses considered part of the food sector (ConnectEdmonton)</p> <p>Employment in the food sector including: agriculture, food manufacturing, beverage manufacturing, food retail and food services</p>	<p>Short Term Within Current Budget Cycle (2021-2022)</p>
<p><b>ACTION 16:</b> Develop Edmonton's competitive advantages as an international logistics hub and hub to Northern Alberta, the North West Territories and beyond</p>	<p>City of Edmonton (Economic Investment Services Branch)</p>	<p>Edmonton International Airport, Edmonton Metropolitan Region Board and others</p>	<p>Employment in the Transportation and Warehousing industry (The City Plan)</p> <p>Number of inbound and outbound flights at EIA</p> <p>Railway carloadings/freight loadings</p> <p>Volume of trucks on main Edmonton connector roadways</p>	<p>Short Term Within Current Budget Cycle (2021-2022)</p>
<p><b>ACTION 17:</b> Promote affordable, accessible, high-quality, and inclusive early learning and child care.</p>	<p>City of Edmonton (Department Strategy Urban Planning &amp; Economy Section)</p>	<p>Edmonton Chamber of Commerce, EndPovertyEdmonton and others.</p>	<p>Number of women participating in the workforce</p> <p>Number of licensed full-day early learning and care spaces</p>	<p>Short Term Within Current Budget Cycle (2021-2022)</p>

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			Cost of child care (cost per child)	
<b>ACTION 18:</b> Develop an integrated Investment Intake, Business Retention & Expansion and Aftercare Program that supports Edmonton Global and others' efforts to attract foreign direct investment as well as existing and new Edmonton businesses	City of Edmonton (Development Services, Economic Investment Services, Service Innovation and Performance Branches)	Edmonton Global, Innovate Edmonton and others	<p>Number of clients using the program</p> <p>Satisfaction survey results of clients using programs</p> <p>Percentage of respondents across Canada that identify Edmonton as a place to live, visit and invest in (ConnectEdmonton)</p>	Short Term Within Current Budget Cycle (2021-2022)
<b>ACTION 19:</b> Develop and implement an integrated place brand strategy	City of Edmonton (Reputation and Brand Branch)	Edmonton Global, Explore Edmonton, Innovate Edmonton, post-secondaries and others	Percentage of respondents across Canada that identify Edmonton as a place to live, visit and invest in (ConnectEdmonton)	Short Term Within Current Budget Cycle (2021-2022)
<b>ACTION 20:</b> Promote and support academic programs that advance the local economy	City of Edmonton (External and Intergovernmental Relations,	Innovate Edmonton, post-secondaries including	Retention of Edmonton post-secondary institution graduates (ConnectEdmonton)	Medium Term (2023-2026 Budget Cycle)

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	Economic Investment Services Branches)	Concordia University of Edmonton, MacEwan University, NAIT, NorQuest College, The King's University, University of Alberta and others		
<b>ACTION 21:</b> Expand on existing relationships with the City's Indigenous memoranda partners by improving supports for economic development opportunities	City of Edmonton (Economic Investment Services, Social Development, External and Intergovernmental Relations Branches)	Confederacy of Treaty Six First Nations, Enoch Cree Nation, the Metis Nation of Alberta, and First Nations initiating development of urban reserves (or economic zones)	Number of community economic development initiatives collaborated on by partners	Short Term Within Current Budget Cycle (2021-2022)
<b>ACTION 22:</b> Coordinate with our regional partners to ensure seamless integration and reduce barriers for businesses and entrepreneurs that work across multiple jurisdictions	City of Edmonton (Development Services, Economic Investment Services, Planning and Environment Services Branches)	Edmonton Global, Edmonton Metropolitan Region Board and others	Employment within the Edmonton Metro Region (ConnectEdmonton)	Medium Term (2023-2026 Budget Cycle)
<b>ACTION 23:</b> Advance collaborative Shared Investment	City of Edmonton (Economic	Edmonton Global, Edmonton and	Number of shared investments / Memorandum	Medium Term (2023-2026 Budget



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<p>for Shared Benefit initiatives with regional partners</p>	<p>Investment Services, Planning and Environment Services Branches)</p>	<p>Metropolitan Region Board</p>	<p>of Understanding agreements entered into with regional partners</p> <p>Dollar value of shared investments</p> <p>Number of jobs created through projects with regional partners</p>	<p>Cycle)</p>
<p><b>ACTION 24:</b> Utilize and coordinate the City of Edmonton’s event strategy and Explore Edmonton Tourism Master Plan as tools to support investment by creating awareness about local opportunities for businesses and people</p>	<p>City of Edmonton (Community and Recreation Facilities Branch)</p>	<p>Explore Edmonton</p>	<p>Economic impact (as measured by Explore Edmonton)</p> <p>Employment in tourism sector</p> <p>Employment related to events</p>	<p>Short Term Within Current Budget Cycle (2021-2022)</p>