

## Draft Implementation Plan Outline

Action	Potential Implementation Lead	Potential Implementation Support	Draft Performance Measures	Measurement anticipated by
<b>ACTION 1:</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 & Economy Section)	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)
<b>ACTION 2:</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	Jobs created through economic grants  Jobs created by each economic development partner  Investment dollars attracted to Edmonton.	Short Term Within Current Budget Cycle (2021-2022)

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		Edmonton, Applied Pharmaceutical Innovation and others		
<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)	Health City, Innovate Edmonton, a range of other community and business partners (i.e. Alberta Women Entrepreneurs, Black Canadian Women in Action, Edmonton Chamber of Commerce, Edmonton Mennonite Centre for Newcomers)	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	Short Term Within Current Budget Cycle (2021-2022)

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			procurement processes	
<b>ACTION 5:</b> Support projects aimed to strengthen or eliminate gaps within existing local supply chain networks	City of Edmonton (Economic Investment Services Branch), Edmonton International Airport, Edmonton Screen Industries Office, Innovate Edmonton	Community and business partners	Number of businesses reporting improved distribution of their goods / services (City Plan)	Medium Term (2023-2026 Budget Cycle)
<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	Innovate Edmonton, City of Edmonton (Economic Investment Services, Open City and Technology, Reputation and Brand Branches), Edmonton Global	Post-Secondary Institutions, Industry organizations	Number of projects that leverage open data  Number of research, educational and tech organizations leveraging Edmonton's digital infrastructure  Number of technology startups (ConnectEdmonton)  Value of Startups (as identified by Innovate Edmonton)	Medium Term (2023-2026 Budget Cycle)
<b>ACTION 7:</b> Align outstanding City of Edmonton Industrial Action Plan actions to other work currently occurring, and prioritize	City of Edmonton (Assessment and Taxation, Economic Investment	Alberta's Industrial Heartland Association, Edmonton Global	Value and number of Industrial Building Permits (The City Plan)	Short Term Within Current Budget Cycle (2021-2022)

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key outstanding activities related to funding tools	Services, Financial Services Branches)	and others	Employment in Edmonton's industrial areas  Investment dollars attracted to Edmonton	
<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 non-residential lands adjacent to the Edmonton International Airport	City of Edmonton (Economic Investment Services, Planning and Environment Services Branches), Edmonton International Airport	Various industry and regional partners	Value of building permits in the new non-residential lands adjacent to EIA (The City Plan)  Employment created in the new non-residential lands adjacent to EIA	Long Term (2027-2030 budget 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	Business Improvement Areas, various industry partners	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	Long Term (2027-2030 budget cycle)

	Planning and Design, Planning and Environment Services, Real Estate Branches)		building permits) (The City Plan)  Employment created through development grants in nodes and corridors (The City Plan)	
<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 Branches)	Explore Edmonton and others	Number of businesses operating in public spaces  Employment associated with businesses in parks and public spaces	Short Term Within Current Budget Cycle (2021-2022)
<b>ACTION 12:</b> Develop tools to facilitate growth in green economic sectors	City of Edmonton (Economic Investment Services, Financial Services, Planning and Environment Services Branches)	Edmonton Global, Innovate Edmonton and other industry partners	Employment created in green economic sectors  Number of new businesses that have adopted sustainable development goals  Investment dollars attracted to green economic sectors	Long Term (2027-2030 budget cycle)
<b>ACTION 13:</b> Work together to support emerging	Innovate Edmonton, Health	Edmonton Global, and others	Number of patents assigned in Edmonton region	Short Term Within Current

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made-in-Edmonton technology solutions	City, City of Edmonton (Investment Services, Open City and Technology Branches)		<p>Employment in Innovation Corridor (The City Plan)</p> <p>Employment in Edmonton's Information and Communication Technology sector</p> <p>Number of businesses in the Information and Communication Technology sector (ConnectEdmonton)</p> <p>Estimated number of startups in Edmonton region</p> <p>Other metrics on sectors (i.e. life sciences) to be determined</p>	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), Edmonton Global	Alberta's Industrial Heartland Association and Innovate Edmonton	<p>Employment in off-shoots of the energy sector</p> <p>Contribution of energy sector off-shoots to Edmonton CMA Gross Domestic Product (ConnectEdmonton)</p>	Medium Term (2023-2026 Budget Cycle)
<b>ACTION 15:</b> Advance a coordinated approach to growing the local food economy	City of Edmonton (Economic Investment Services Branch),	Edmonton Food Council, Edmonton Metropolitan Region Board,	Number of businesses considered part of the food sector (ConnectEdmonton)	Short Term Within Current Budget Cycle (2021-2022)

	Edmonton Global	Explore Edmonton, NAIT, and others	Employment in the food sector including: agriculture, food manufacturing, beverage manufacturing, food retail and food services	
<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	City of Edmonton (Economic Investment Services Branch), Edmonton International Airport	Edmonton Metropolitan Region Board and others	<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>	Short Term Within Current Budget Cycle (2021-2022)
<b>ACTION 17:</b> Promote affordable, accessible, high-quality, and inclusive early learning and child care.	Edmonton Council on Early Learning and Care, City of Edmonton (Department Strategy Urban Planning & Economy Section)	Other community and business partners	<p>Number of women participating in the workforce</p> <p>Number of licensed full-day early learning and care spaces</p> <p>Cost of child care (cost per child)</p>	Short Term Within Current Budget Cycle (2021-2022)

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<p><b>ACTION 18:</b> Develop an integrated Investment Intake, Business Retention &amp; Expansion and Aftercare Program that supports Edmonton Global and others' efforts to attract foreign direct investment as well as existing and new Edmonton businesses</p>	<p>City of Edmonton (Development Services, Economic Investment Services, Service Innovation and Performance Branches)</p>	<p>Edmonton Global, Innovate Edmonton, and other industry partners</p>	<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> <p>Total construction value generated by Final Investment Decisions resulting from investment leads</p> <p>Employment created by Final Investment Decisions resulting from investment leads</p>	<p>Short Term Within Current Budget Cycle (2021-2022)</p>
<p><b>ACTION 19:</b> Develop and implement an integrated place brand strategy</p>	<p>City of Edmonton (Reputation and Brand Branch)</p>	<p>Edmonton Global, Explore Edmonton, Innovate Edmonton, post-secondaries and others</p>	<p>Percentage of respondents across Canada that identify Edmonton as a place to live, visit and invest in (ConnectEdmonton)</p>	<p>Short Term Within Current Budget Cycle (2021-2022)</p>
<p><b>ACTION 20:</b> Promote and support academic programs that</p>	<p>Post-secondary institutions</p>	<p>City of Edmonton (External and</p>	<p>Retention of Edmonton post-secondary institution</p>	<p>Medium Term (2023-2026 Budget</p>



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advance the local economy	including Concordia University of Edmonton, MacEwan University, NAIT, NorQuest College, The King's University, University of Alberta and others	Intergovernmental Relations, Economic Investment Services Branches), Innovate Edmonton	graduates (ConnectEdmonton)	Cycle)
<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 for Shared Benefit initiatives with regional partners	City of Edmonton (Economic Investment Services, Planning	Edmonton Global, Edmonton and Metropolitan Region Board	Number of shared investments / Memorandum of Understanding agreements entered into	Medium Term (2023-2026 Budget Cycle)

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	and Environment Services Branches)		with regional partners  Dollar value of shared investments  Number of jobs created through projects with regional partners	
<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	Explore Edmonton, City of Edmonton (Community and Recreation Facilities Branch)		Economic impact (as measured by Explore Edmonton)  Employment in tourism sector  Employment related to events	Short Term Within Current Budget Cycle (2021-2022)