

# Calgary Regional Partnership Economic Development Forum

## Annual Operations Plan

2008 - 2009



*We will have connected diversified urban and rural economies with a workforce that is globally competitive. Our vibrant economy provides sustainable livelihood opportunities. Development patterns are environmentally, socially and financially sustainable.*

# Prosperity – 2008/2009

## Annual Operations Plan

### Vision & Mission

The Calgary Regional Partnership revised its vision and mission to reflect a new desire to achieve a sustainable region. The following outlines a new vision for the region and economic aspirations for the region. This is followed by the organizations' contribution (mission) to reaching the vision.

### Vision of Our Region

We are **working together** to live in **balance**  
with a **healthy environment**, in **enriched communities**,  
with **sustainable infrastructure** and a **prosperous economy**

#### *Regional Economic Development Aspiration – A Prosperous Economy*

We will have connected diversified urban and rural economies with a workforce that is globally competitive. Our vibrant economy provides sustainable livelihood opportunities. Development patterns are environmentally, socially and financially sustainable.

### Mission for the CRP

Community owned and regionally inspired the Calgary Regional Partnership shapes and champions a regional vision. We invent incubate and work together to achieve a

- healthy environment
- enriched communities
- sustainable infrastructure, and a
- prosperous economy

**Economic Development Goal: Enabling a Prosperous Economy, the Partnership will:**

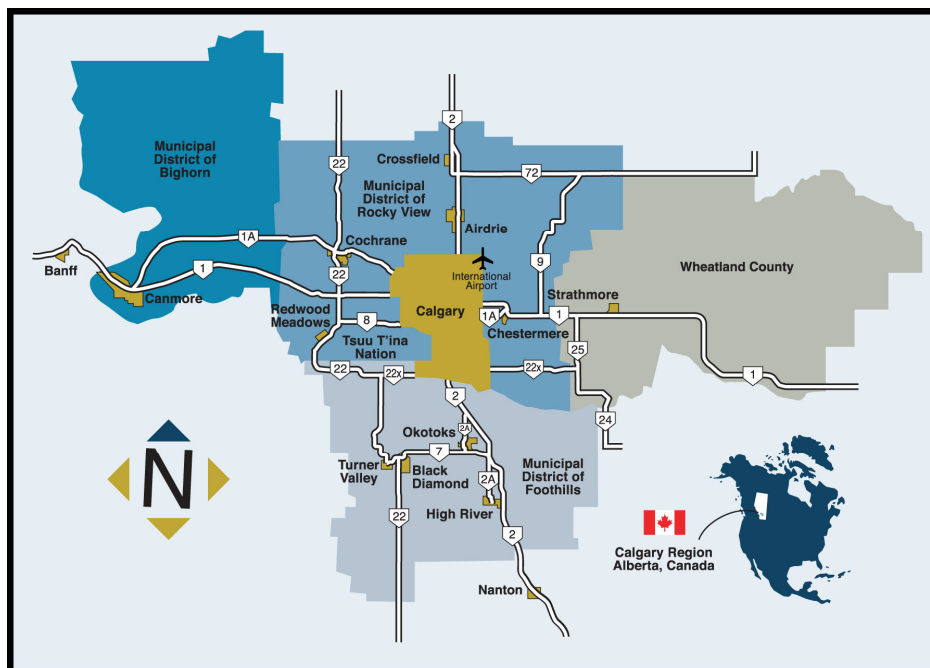
- Employ a cooperative approach to regional economic development, emphasizing the significant benefits associated with integrating local strategies within a regional context
- Support business retention and expansion activities
- Develop a market targeted identity based on complimentary strengths
- Provide a vehicle for local governments to partner with economic development stakeholders
- Provide a venue where best practices can be shared and economic development knowledge can be increased.



## MEMBER COMMUNITIES & BOARD OF DIRECTORS

MUNICIPALITY	REPRESENTATIVE	2006 POPULATION	2007 CONTRIBUTION
Airdrie	Linda Bruce, Chair	27,069	\$10,828
Banff	John Stutz	8,352	3,341
Bighorn No. 8, MD of	Dene Cooper	1,298	519
Black Diamond	Joe Patterson	1,866	746
Calgary	Linda Fox-Mellway	956,078	191,216
Canmore	Ron Casey	11,442	4,577
Chestermere	Patricia Matthews	7,904	3,162
Cochrane	Truper McBride	12,688	5,075
Crossfield	Phil McCracken	2,603	1,041
Foothills No. 31, MD of	Terry Waddock	17,682	7,073
High River	Les Rempel	9,522	3,809
Nanton	Bill Szabon	1,841	736
Okotoks	Bill McAlpine	11,664	4,666
Redwood Meadows	Tim Anderson, Sec/Treas	1,150	500
Rocky View No. 44, MD of	Gordon Branson	30,418	12,167
Strathmore	George Lattery	9,653	3,861
Tsuu T'ina Nation	Lyle Dodginghorse	1,292	517
Turner Valley	Dona Fluter	1,786	714
Wheatland County	Ben Armstrong	7,889	3,156
<b>TOTAL</b>		<b>1,122,197</b>	<b>\$257,704</b>

## REGIONAL MAP



## ECONOMIC DEVELOPMENT FORUM – ACTIVE MEMBERS

MUNICIPALITY	REPRESENTATIVE
Airdrie	Kent Rupert, Sara Chamberlain, Leona Esau
Calgary	Bruce Irvine
Canmore	Teresa Mullen
Chestermere	Judy Martin
Cochrane	Councillor Joann Churchill
Cochrane	Maggie Armstrong, Connie Fett
High River	Mayor Les Rempel
M.D. of Foothills	Carol Robinson
M.D. of Rocky View	David Kalinchuk
Nanton	Georgina Sharpe
Okotoks	Shane Olson
Drumheller	Ray Telford
ORGANIZATION	REPRESENTATIVE:
Alberta Finance & Enterprise	Walter Valentini, Jasleen Sekhon
Community Futures Centre West	Patti-Jay Callaghan
Community Futures Highwood	Monique LeBlanc
Community Futures Wild Rose	Jennifer Brooks

## **GOALS & OBJECTIVES**

The goals and objectives outlined in this year's economic development work plan are based on the previous work undertaken by the Forum, as well as an Executive Committee directive to develop a regional economic development strategy.

### **GOAL #1: Employ a collaborative approach to regional economic development, emphasizing the benefits associated with integrating local strategies within a regional context.**

#### **Objectives:**

- Increase the collaborative effort between the communities, the Forum and Calgary Economic Development (CED), specifically through identification of areas where communities, CF's, CRP and CED can partner.
- Enhance networking opportunities and create opportunities for formal information exchange between members and between the CRP Executive Committee and CRP Economic Development Forum.
- Work with CRP stakeholder communities, federal, provincial and municipal economic development agencies to identify organizational priorities that can be incorporated into CRP annual plans.
- Create a regional economic development strategy.

### **GOAL #2: Support business retention and expansion activities.**

#### **Objectives:**

- Implement a marketing and investment attraction strategy based on key sectors identified: wood and non wood building products, transportation and logistics and professional and technical services.
- Complete labour force strategy for the Calgary region.

### **GOAL #3: Develop a market targeted economic identity.**

#### **Objectives:**

- Develop a corporate marketing identity for CRP economic development that compliments regional priorities.

**GOAL #4: Provide a vehicle for local governments to partner with economic development stakeholders.**

**Objectives:**

- Coordinate regular meetings between Forum members where relationships can be established and partnership opportunities identified.
- Strive to maintain a close working relationship with all economic development entities in the region – Community Futures, Western Diversification, Industry Canada, Foreign Affairs & International Trade Canada, Alberta Employment & Immigration and Alberta Finance & Enterprise.

**GOAL #5: Provide a venue where best practices and economic development knowledge can be shared.**

**Objectives:**

- Maintain a presence at the provincial and national economic development conferences.
- Create networking opportunities for Forum members.
- Coordinate monthly learning opportunities for Forum participants.

**CORE BUSINESSES**

1. Collaboration and Partnerships
2. Business Retention and Expansion
3. Marketing and Communication

# ECONOMIC DEVELOPMENT FORUM COMMITTEES – 2008-2009

## 1. Marketing & Communication

**Chair:** Dave Kalinchuk

**Committee Members:** Monique LeBlanc, Shane Olson, Sara Chamberlain, Georgina Sharpe, Jennifer Brooks, Melissa Scaman, Maggie Armstrong, Diane Berreth, Troy Payne.

**Overview:**

**Chair Role & Responsibilities:**

- Completion of monthly project reports for dissemination to the Forum
- Recruiting volunteers to the committee as necessary
- Accessing assistance/research/direction where necessary from the project manager
- Ensure committee members have the necessary information to come to meetings prepared to contribute
- Oversee development of a Corporate marketing strategy for the economic development mandate of the CRP
- Responsible for all regional marketing initiatives and projects

## 2. Business Development

**Chair:** Shane Olson

**Committee Members:** Shane Olson, Monique LeBlanc, Patti-Jay Callaghan, Sara Chamberlain, Judy Martin, John Leurdyke, Walter Valentini, Diane Berreth, Troy Payne

**Overview:**

**Chair Roles & Responsibilities:**

- Completion of monthly project reports for dissemination to the Forum
- Recruiting volunteers to the committee as necessary
- Accessing assistance/research/direction where necessary from the project manager
- Ensure committee members have the necessary information to come to meetings prepared to contribute
- Oversee investment attraction strategy and projects aimed a regional business development (i.e. specifically business retention)

### 3. Labour Force

**Chair:** Teresa Mullen

**Committee Members:** Carol Robinson, Patti-Jay Callaghan, Ray Telford, Diane Berreth, Troy Payne.

**Overview:**

#### **Chair Roles & Responsibilities:**

- Completion of monthly project reports for dissemination to the Forum
- Recruiting volunteers to the committee as necessary
- Accessing assistance/research/direction where necessary from the project manager
- Ensure committee members have the necessary information to come to meetings prepared to contribute
- Complete regional labour force strategy

### 4. Regional Economic Development Strategy

**Chair:** Joann Churchill

**Committee Members:** to be determined

#### **Chair Roles & Responsibilities:**

- Completion of monthly project reports for dissemination to the Forum
- Recruiting volunteers to the committee as necessary
- Accessing assistance/research/direction where necessary from the project manager
- Ensure committee members have the necessary information to come to meetings prepared to contribute
- Work with the Project manager, communities and consultants as necessary to oversee the development of a regional economic development strategy that meets the expectations outlined in the Regional Economic Development Terms of Reference

**NOTE:** The 2008-2009 work plan will be completed in conjunction with Alberta Finance and Enterprise (AFE) Calgary Region office. Although they are not listed in the detailed work plan, the following AFE staff members Jasleen Sekhon and Walter Valentini have been and continue to be an integral part of completing the work team.

## DETAILED WORKPLAN

### YEAR 5 (2008-09) - WORK PLAN

CORE BUSINESS	COLLABORATION & PARTNERSHIPS
INITIATIVE	<ul style="list-style-type: none"> <li>▪ Enhance learning and networking opportunities for CRP staff</li> </ul>
ACTION REQUIRED	<ul style="list-style-type: none"> <li>▪ Attend Professional Economic Developers Conference (s)</li> </ul>
EXPECTED RESULT(S)	<ul style="list-style-type: none"> <li>▪ Level of knowledge will be raised among CRP EDF staff</li> <li>▪ Knowledge gained at conference (s) can be applied to EDF projects to enhance efficiency, effectiveness and outcomes of projects</li> </ul>
PERSONNEL INVOLVED	<ul style="list-style-type: none"> <li>▪ EDF staff</li> </ul>
SCHEDULE	<ul style="list-style-type: none"> <li>▪ September 2008</li> </ul>
BUDGET (Estimate)	<ul style="list-style-type: none"> <li>▪ \$2,000</li> </ul>
PROGRESS TO DATE	<ul style="list-style-type: none"> <li>▪ None</li> </ul>
RISK MANAGEMENT (Issues & Solutions)	<ul style="list-style-type: none"> <li>▪ None</li> </ul>

**YEAR 5 (2008-09) - WORK PLAN**

<b>CORE BUSINESS</b>	<b>COLLABORATION &amp; PARTNERSHIPS</b>
<b>INITIATIVE</b>	<ul style="list-style-type: none"> <li>▪ Networking and Information Exchange</li> </ul>
<b>ACTION REQUIRED</b>	<ul style="list-style-type: none"> <li>▪ Create opportunities for EDF to exchange information, network with economic development partners and engage in learning opportunities</li> <li>▪ Ensure effective and ongoing communication and feedback between the EDF and the Executive Committee through liaison between Councillor Joann Churchill/Mayor Les Rempel and the Forum</li> </ul>
<b>EXPECTED RESULT(S)</b>	<ul style="list-style-type: none"> <li>▪ New projects will emerge between economic development stakeholders</li> <li>▪ EDF attendance will remain strong as members see value in participation</li> <li>▪ Economic development knowledge will be increased within the region, resulting in greater effectiveness and use of resources</li> </ul>
<b>PERSONNEL INVOLVED</b>	<ul style="list-style-type: none"> <li>▪ Community Futures</li> <li>▪ Provincial government - economic development agencies</li> <li>▪ Federal government – economic development agencies</li> <li>▪ Economic Development Forum participants</li> <li>▪ Economic Development staff</li> </ul>
<b>SCHEDULE</b>	<ul style="list-style-type: none"> <li>▪ Ongoing throughout the year, on a monthly basis</li> </ul>
<b>BUDGET (Estimate)</b>	<ul style="list-style-type: none"> <li>▪ \$10,000</li> </ul>
<b>PROGRESS TO DATE</b>	<ul style="list-style-type: none"> <li>▪ This initiative is ongoing and has been effective for the last number of years. Numerous projects have been successfully launched as a result.</li> </ul>
<b>RISK MANAGEMENT (Issues &amp; Solutions)</b>	<ul style="list-style-type: none"> <li>▪ None</li> </ul>

## YEAR 5 (2008-09) - WORK PLAN

CORE BUSINESS	COLLABORATION & PARTNERSHIPS
INITIATIVE	<ul style="list-style-type: none"> <li>▪ Work with economic development stakeholder groups to identify organizational priorities that can be incorporated into CRP EDF long range work plans in a strategic way</li> </ul>
ACTION REQUIRED	<ul style="list-style-type: none"> <li>▪ Develop a regional economic development strategy which includes a three year operational business plan</li> <li>▪ Review Calgary Economic Development's strategy to ensure the regional strategy is complimentary. Identify areas of mutual interest where CED and the regional will benefit</li> </ul>
EXPECTED RESULT(S)	<ul style="list-style-type: none"> <li>▪ A long range economic development plan will be developed in the region that compliments local priorities</li> <li>▪ Economic development activities will be more effectively integrated within the region</li> <li>▪ A greater level of cooperation will be achieved in the region, in particular with Calgary Economic Development</li> </ul>
PERSONNEL INVOLVED	<ul style="list-style-type: none"> <li>▪ Consultants</li> <li>▪ EDF staff</li> <li>▪ CRP member communities and EDF participants</li> </ul>
SCHEDULE	<ul style="list-style-type: none"> <li>▪ July 2008 – Mar 2009</li> </ul>
BUDGET (Estimate)	<ul style="list-style-type: none"> <li>▪ \$70,000</li> </ul>
PROGRESS TO DATE	<ul style="list-style-type: none"> <li>▪ A term of reference has been presented and approved by CRP Executive Committee. Formal development has not begun</li> </ul>
RISK MANAGEMENT (Issues & Solutions)	<ul style="list-style-type: none"> <li>▪ This initiative has been sanctioned by Executive Committee; however, there is a risk that the initiative will not be endorsed by each and every council/community – community consultation will help mitigate this concern</li> <li>▪ Governance remains a challenge within the CRP – the regional land use policy is working on governance; the economic development strategy should compliment land use plans, specifically with regard</li> </ul>



## YEAR 5 (2008-09) - WORK PLAN

CORE BUSINESS	<b>BUSINESS RETENTION &amp; EXPANSION</b>
INITIATIVE	<ul style="list-style-type: none"> <li>▪ Investment Attraction - sector development (wood, non-wood, transportation &amp; logistics, professional &amp; technical)</li> </ul>
ACTION REQUIRED	<ul style="list-style-type: none"> <li>▪ Secure funding through Rural Development Initiative Funding</li> <li>▪ Secure funding through Community Investment Support Program</li> <li>▪ Act on implementation plan developed by consultants for wood, non wood and transportation &amp; logistics</li> <li>▪ Develop strategy for professional and technical services sector</li> </ul>
EXPECTED RESULT(S)	<ul style="list-style-type: none"> <li>▪ An effective long range strategy will be put in place in the region</li> <li>▪ Jobs will be created/maintained in each of the identified sectors</li> </ul>
PERSONNEL INVOLVED	<ul style="list-style-type: none"> <li>▪ Committee of the EDF</li> <li>▪ EDF staff</li> <li>▪ Consulting expertise as required</li> </ul>
SCHEDULE	<ul style="list-style-type: none"> <li>▪ Strategy is nearing completion, implementation will be ongoing</li> <li>▪ Marketing materials to support the strategy will be complete by March 2009</li> </ul>
BUDGET (Estimate)	<ul style="list-style-type: none"> <li>▪ \$170,000</li> </ul>
PROGRESS TO DATE	<ul style="list-style-type: none"> <li>▪ An economic base analysis was completed by the EDF, along with sector profiles. Upon identification of key sectors, consultants were engaged to develop strategies. \$43,000 in funding has been secured through CISP for this fiscal year. With the support of CF Centre West, an application for RDI funding will be made in June 2008</li> </ul>
RISK MGT	<ul style="list-style-type: none"> <li>▪ To mitigate the possibility of accessing the full amount of funding through RDI, funding has already been secured through CISP</li> <li>▪ Strategy is relatively easy to create; however, success depends on effective implementation. Labour issues in the Calgary region will make new investment attraction/expansion a challenge. This risk has been managed by hiring industry experts in the development of the strategy</li> </ul>

**YEAR 5 (2008-09) - WORK PLAN**

<b>CORE BUSINESS</b>	<b>BUSINESS RETENTION &amp; EXPANSION</b>
<b>INITIATIVE</b>	<ul style="list-style-type: none"> <li>▪ Labour force</li> </ul>
<b>ACTION REQUIRED</b>	<ul style="list-style-type: none"> <li>▪ Complete work on a CRP labour force strategy</li> </ul>
<b>EXPECTED RESULT(S)</b>	<ul style="list-style-type: none"> <li>▪ The CRP will complete work on a regional labour force strategy that is complimentary to the work already underway by Calgary Economic Development through CalgaryWorks strategy</li> </ul>
<b>PERSONNEL INVOLVED</b>	<ul style="list-style-type: none"> <li>▪ Alberta Employment &amp; Immigration – Delivery Services</li> <li>▪ EDF members</li> <li>▪ EDF staff</li> </ul>
<b>SCHEDULE</b>	<ul style="list-style-type: none"> <li>▪ To be complete by October 2008</li> </ul>
<b>BUDGET (Estimate)</b>	<ul style="list-style-type: none"> <li>▪ \$5,000</li> </ul>
<b>PROGRESS TO DATE</b>	<ul style="list-style-type: none"> <li>▪ Workshops were held with several hundred business participants. Feedback on labour challenges was gathered and compiled into a preliminary strategy that focuses on the provinces four pillars: inform, develop, retain and attract. Additional work needs to be completed on the strategy; followed by implementation.</li> </ul>
<b>RISK MANAGEMENT (Issues &amp; Solutions)</b>	<ul style="list-style-type: none"> <li>▪ Successful implementation remains a challenge with limited human and financial resources. Maintaining a strong partnership with Alberta Employment &amp; Immigration – Delivery Services will be key to successful implementation</li> </ul>

**YEAR 5 (2008-09) - WORK PLAN**

<b>CORE BUSINESS</b>	<b>BUSINESS RETENTION &amp; EXPANSION</b>
<b>INITIATIVE</b>	<ul style="list-style-type: none"> <li>▪ Business Visitation</li> </ul>
<b>ACTION REQUIRED</b>	<ul style="list-style-type: none"> <li>▪ Work with interested CRP member communities to provide technology platform to gather key information from regional businesses</li> </ul>
<b>EXPECTED RESULT(S)</b>	<ul style="list-style-type: none"> <li>▪ Business visitation programs in the region can be coordinated so duplication is avoided</li> <li>▪ Local business needs can be met with a higher retention rate resulting in the region</li> <li>▪ Information on foreign interests can be gathered and used in the investment attraction strategy</li> </ul>
<b>PERSONNEL INVOLVED</b>	<ul style="list-style-type: none"> <li>▪ EDF members</li> <li>▪ EDF staff</li> <li>▪ Consultants</li> </ul>
<b>SCHEDULE</b>	<ul style="list-style-type: none"> <li>▪ July 2008 – Mar 2009</li> </ul>
<b>BUDGET (Estimate)</b>	<ul style="list-style-type: none"> <li>▪ \$11,000</li> </ul>
<b>PROGRESS TO DATE</b>	<ul style="list-style-type: none"> <li>▪ No progress has been made. This is a new EDF initiative</li> </ul>
<b>RISK MANAGEMENT (Issues &amp; Solutions)</b>	<ul style="list-style-type: none"> <li>▪ Member communities may have differing needs, making it difficult to coordinate the effort</li> <li>▪ Timing may be a challenge for some communities who want to launch their programs fairly quickly, making a regional approach difficult. The CRP will work with communities in a responsive and timely manner</li> </ul>

**YEAR 5 (2008-09) - WORK PLAN**

<b>CORE BUSINESS</b>	<b>MARKETING</b>
<b>INITIATIVE</b>	<ul style="list-style-type: none"> <li>▪ Economic development marketing identity</li> </ul>
<b>ACTION REQUIRED</b>	<ul style="list-style-type: none"> <li>▪ Develop a corporate marketing program for economic development</li> </ul>
<b>EXPECTED RESULT(S)</b>	<ul style="list-style-type: none"> <li>▪ The CRP EDF will develop a brand that supports its economic development priorities, in particular investment attraction in identified sectors</li> </ul>
<b>PERSONNEL INVOLVED</b>	<ul style="list-style-type: none"> <li>▪ Marketing consultants</li> <li>▪ EDF Committee members</li> <li>▪ EDF staff</li> </ul>
<b>SCHEDULE</b>	<ul style="list-style-type: none"> <li>▪ Sept 2008 – Mar 2009</li> </ul>
<b>BUDGET (Estimate)</b>	<ul style="list-style-type: none"> <li>▪ \$15,000</li> </ul>
<b>PROGRESS TO DATE</b>	<ul style="list-style-type: none"> <li>▪ No work has commenced to date. The EDF has been waiting on final consulting work from previous fiscal year</li> </ul>
<b>RISK MANAGEMENT (Issues &amp; Solutions)</b>	<ul style="list-style-type: none"> <li>▪ None</li> </ul>

**YEAR 5 (2008-09) - WORK PLAN**

<b>CORE BUSINESS</b>	<b>MARKETING</b>
<b>INITIATIVE</b>	<ul style="list-style-type: none"> <li>▪ Maintain current economic development information on the CRP website</li> </ul>
<b>ACTION REQUIRED</b>	<ul style="list-style-type: none"> <li>▪ On an ongoing basis, review the CRP website and provide new and relevant information for all stakeholder groups</li> </ul>
<b>EXPECTED RESULT(S)</b>	<ul style="list-style-type: none"> <li>▪ Traffic will increase on the CRP website</li> <li>▪ Investment inquiries will increase</li> <li>▪ Stakeholders will find the CRP website a useful source of information</li> </ul>
<b>PERSONNEL INVOLVED</b>	<ul style="list-style-type: none"> <li>▪ EDF staff</li> <li>▪ Website consultants as required</li> </ul>
<b>SCHEDULE</b>	<ul style="list-style-type: none"> <li>▪ Ongoing</li> </ul>
<b>BUDGET (Estimate)</b>	<ul style="list-style-type: none"> <li>▪ \$5,000</li> </ul>
<b>PROGRESS TO DATE</b>	<ul style="list-style-type: none"> <li>▪ Significant changes have been made to the CRP website</li> <li>▪ The website has become a useful source of information for stakeholders</li> </ul>
<b>RISK MANAGEMENT (Issues &amp; Solutions)</b>	<ul style="list-style-type: none"> <li>▪ None</li> </ul>

## YEAR 5 (2008-09) - WORK PLAN

CORE BUSINESS	MARKETING
INITIATIVE	<ul style="list-style-type: none"> <li>▪ Movie Map Project</li> </ul>
ACTION REQUIRED	<ul style="list-style-type: none"> <li>▪ Develop effective distribution and marketing program to support the on-line and hard copy maps developed to date</li> </ul>
EXPECTED RESULT(S)	<ul style="list-style-type: none"> <li>▪ Visitors to the Calgary region will remain longer, providing direct economic spin-offs for local communities</li> <li>▪ New visitors will travel the region creating additional economic spin-off</li> </ul>
PERSONNEL INVOLVED	<ul style="list-style-type: none"> <li>▪ EDF staff</li> <li>▪ Movie Map project partners (Travel Alberta, Alberta Film, Community Futures Chinook and Southern Alberta REDA's)</li> </ul>
SCHEDULE	<ul style="list-style-type: none"> <li>▪ May 2008 – April 2009</li> </ul>
BUDGET (Estimate)	<ul style="list-style-type: none"> <li>▪ \$5,000</li> </ul>
PROGRESS TO DATE	<ul style="list-style-type: none"> <li>▪ On-line maps have been developed and are being hosted on Travel Alberta's website</li> <li>▪ Hard copy maps are printed and awaiting distribution</li> </ul>
RISK MANAGEMENT (Issues & Solutions)	<ul style="list-style-type: none"> <li>▪ The number of project partners has made the project increasingly more time-consuming</li> <li>▪ The initial project proposal did not include a hard copy map. This has resulted in additional challenges relating to distribution. A detailed distribution plan is currently underway</li> </ul>

## BUDGET FORECAST 2008 - 2009

INITIATIVES	2008 - 09	2008 - 09	2008 - 09	2008 - 09
	Total Budget	CRP Budget	AFE Budget	Other Budget
<b>1. Business Retention &amp; Expansion</b>				
1. Investment Attraction - sector development	170,000	40,000		130,000
2. Labour Force Strategy	5,000	1,000	4,000	
3. Business Visitation Program	11,000		5,500	5,500
<b>Total Estimated Core 1</b>	<b>\$186,000</b>	<b>\$41,000</b>	<b>\$9,500</b>	<b>\$135,500</b>
<b>2. Marketing</b>				
1. Marketing & Corporate Identity	15,000		7,500	7,500
2. Updates to CRP Website	5,000		5,000	
3. Regional Movie Map	5,000	1,000	4,000	
<b>Total Estimated Core 2</b>	<b>\$25,000</b>	<b>\$1,000</b>	<b>\$16,500</b>	<b>\$7,500</b>
<b>3. Collaboration &amp; Partnerships</b>				
1. Regional Economic Development Strategy	70,000	5,000	65,000	
2. Enhance Networking & Info Exchange	10,000	2,000	8,000	
3. Economic Development Conferences	2,000	1,000	1,000	
<b>Total Estimated Core 3</b>	<b>\$82,000</b>	<b>\$8,000</b>	<b>\$74,000</b>	<b>\$0</b>
<b>TOTAL BUDGET</b>	<b>\$293,000</b>	<b>\$50,000</b>	<b>\$100,000</b>	<b>\$143,000</b>

Note: \$43,000 has already been secured through Community Investment Support Program funding. An additional \$100,000 application is being made for Rural Development Initiative funding.

## PROJECT SUMMARY & TIMELINES

	Apr	May	June	July	Aug	Sept	Oct	Nov	Dec	Jan	Feb	Mar
<b>1. Business Retention &amp; Expansion</b>												
1. Investment Attraction - sector development	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓
2. Labour Force Strategy	✓	✓	✓	✓	✓	✓	✓					
3. Business Visitation Program				✓	✓	✓	✓	✓	✓	✓	✓	✓
<b>2. Marketing</b>												
1. Marketing & Corporate Identity						✓	✓	✓	✓	✓	✓	✓
2. Updates to CRP Website	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓
3. Regional Movie Map	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓
<b>3. Collaboration &amp; Partnerships</b>												
1. Regional Economic Development Strategy				✓	✓	✓	✓	✓	✓	✓	✓	✓
2. Enhance Networking & Info Exchange	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓
3. Economic Development Conferences						✓						

## **APPENDIX A – BEST PRACTICES IN ECONOMIC DEVELOPMENT**

Based on the outline provided by AEII, the following best practices are being practices.

### **Governance**

- ❑ Establishes and maintains its legal entity/identity
- ❑ Membership code established and reviewed every 2-3 years
- ❑ Recruitment and Election process for directors and executive established and reviewed periodically
- ❑ Functioning Executive Committee
- ❑ Defined roles and responsibilities for Directors and Executive
- ❑ Orientation process in place and implemented for new members and directors
- ❑ Conducts effective meetings
- ❑ Employs consensus decision making process
- ❑ Maintains currency of Minute Book
- ❑ Governance body conducts annual self-evaluation
- ❑ Ensures member value affirmed

### **Financial**

- ❑ Provides Executive and Management with quarterly financial statements and Treasurer's report
- ❑ Provides an annual audited financial report to the membership
- ❑ Ensures separation of functions – procurement, expense approval, signing of financial instruments, reconciliation of accounts and preparation of financial statements, audit
- ❑ Ensures compliance with all regulatory financial reporting and remittances, where applicable i.e. WCB, GST (nonprofits claim 50% refund on GST paid), CRA (Tax, EI, CPP) in a timely fashion.

### **Management**

- ❑ Functioning Management Committee
- ❑ Defined roles and responsibilities of management
- ❑ Formalized Policies and Procedures
- ❑ Evaluated Annually with a view to continual improvement
- ❑ Has an established Request for Proposal (RFP) process
- ❑ Utilization of Project Charters and has an established Project Management process
- ❑ Has established a Contract Management process
- ❑ Evaluates client and stakeholder satisfaction regularly

### **Planning**

- ❑ Undertakes a Visioning process at least every 2 years to establish and reaffirm REDA Vision, Mission and Values
- ❑ Undertakes a Strategic Planning process involving all members and stakeholders and has a multi-year Strategic Plan
- ❑ Undertakes annual planning process to develop REDA Annual Operational Plan
- ❑ Has established goals with measurable outputs and outcomes
- ❑ Competitive advantage of region identified
- ❑ Regional asset inventory and assessment

- ❑ Member Consultation process
- ❑ Utilization of Needs Assessments and Gap Analysis

### **Marketing & Promotion**

- ❑ Marketing Strategy and implementation plan in place and updated annually
- ❑ Regional Profile maintained (in process)
- ❑ Regional image and brand utilized in all marketing materials (planned)
- ❑ Identified targets for marketing efforts and evaluation of marketing effectiveness
- ❑ Network of partnerships and strategic alliances

### **Information Management/Development**

- ❑ Established and maintained regional website
- ❑ Internal and External Communication Plan
- ❑ Regional Business Directory (on-line)
- ❑ Region's economic development service providers identified and support the REDA Strategic Plan
- ❑ Regional Economic Indicators established and tracked annually
- ❑ Investment Lead/Site Selector information and enquiry handling protocols
- ❑ Formal reporting process to members and stakeholders exhibiting accountability and transparency

### **Investment Opportunity Identification**

- ❑ Identify opportunities through value chain assessments
- ❑ Economic Diversification Strategy
- ❑ Identify targeted key and developing industry sector opportunities based on market trends and region's competitive advantage
- ❑ Utilization of industry sector specialists
- ❑ Investment Opportunity Profiles (started)

### **Investment Attraction & Business Recruitment**

- ❑ Work with international offices to promote international investor opportunities
- ❑ Utilization of Business Attraction Information System (BAIS)
- ❑ Film Friendly communities/region (limited)

### **Business Retention and Expansion**

- ❑ Business Retention and Expansion Strategy in place and being implemented (largely fulfilled by Community Futures Development Corporations)
  - Business visitation program (retention)
  - Trade shows to pursue alliances and opportunities
  - Business workshops and seminars
  - Reverse trade shows (increase local supplier development opportunities)
  - Promote business best practices
  - Business incubators
  - Business resource centres
  - Business Succession Strategy

### **Community Economic Development Capacity Building**

- ❑ Each member community has a community profile located on Albertafirst.com
- ❑ Economic Development training seminars for leaders and practitioners
- ❑ Functioning Community Economic Development Organizations
- ❑ Site selection information and protocols established
- ❑ Aboriginal Awareness Training