

2009-10

ANNUAL WORK PLAN



**CALGARY
REGIONAL PARTNERSHIP**
Thinking regionally... acting locally

**Economic
Development
Forum**

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

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 (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

CRP GOVERNANCE AND STRUCTURE

The CRP structure is relatively simple. Each of nineteen members (18 municipalities and one First Nation) has three representatives and three votes at the General Assembly. The General Assembly usually meets twice per year to consider annual business plans and broader policy or major issues. The **General Assembly** is, in effect, the “Board of Directors”.

The Executive Committee, is made up of one elected representative from each member, and acts under the guidance of the General Assembly. The Executive Committee generally meets monthly, makes recommendations to the General Assembly and generally steers projects and project committees. Project committees, comprised of elected and/or staff officials, guide the month to month operations of various projects.

The Executive Committee guides CRP projects, initiatives, and the various project committees and subcommittees on a month to month basis. It is at the heart of CRP’s “operation” and acts on behalf of the General Assembly. The Executive Committee is made up of elected representatives from each member, appointed by their respective Councils.

CRP General Assembly

- two Assemblies held per year
- three approved representatives from each stakeholder community attend
- approve budget and annual work plan
- vote on important issues to the CRP
- highlight the key work that’s been accomplished

CRP Executive Committees

- held monthly
- one elected official from each shareholder community
- provide guidance to projects
- provide direction to staff as necessary

CRP Member Communities & Board of Directors:

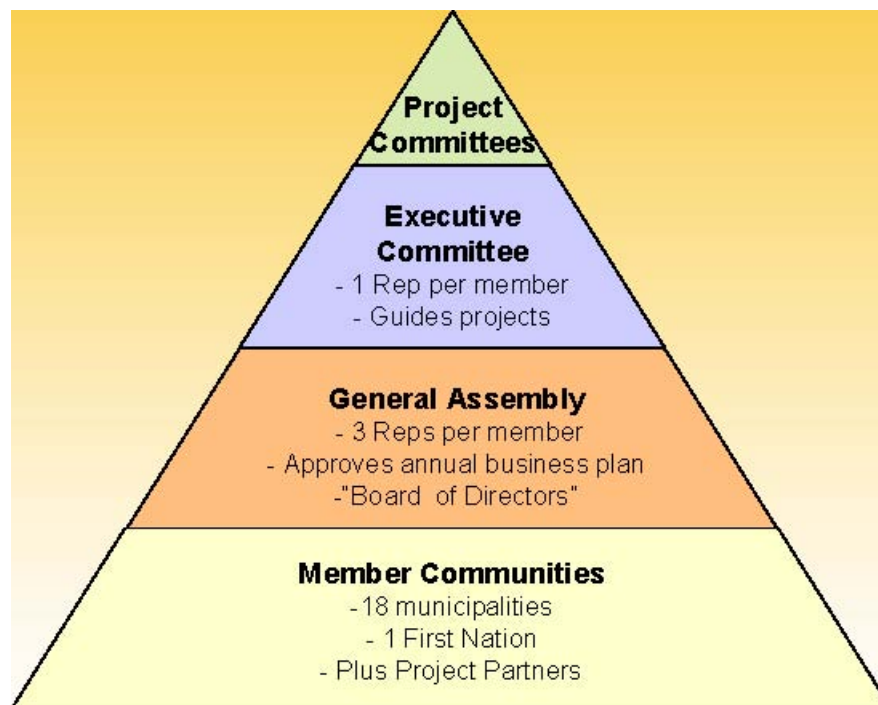
Community	Representative
Airdrie	Linda Bruce, Chair
Banff	John Stutz
Black Diamond	Sharlene Brown
Calgary	Linda Fox-Mellway, Dale Hodges
Canmore	Ron Casey
Chestermere	Patricia Matthews
Cochrane	Truper McBride
Crossfield	Phil McCracken
Foothills No. 31, MD of	Terry Waddock
High River	Les Rempel
Nanton	Bill Szabon
Okotoks	Bill McAlpine
Redwood Meadows	Tim Anderson
Rocky View No. 44, MD of	Gordon Branson
Strathmore	George Lattery
Tsuu T’ina Nation	Lyle Dodginghorse
Turner Valley	Dona Fluter
Wheatland County	Ben Armstrong

PROJECT COMMITTEES

ECONOMIC DEVELOPMENT FORUM

Membership in the Economic Development Forum is made up of Economic Development Officers from all member municipalities along with representatives of provincial and federal government departments and Community Future organizations. CRP Executive Committee liaison to the Forum is Councillor Joann Churchill of Cochrane.

CRP Structure



ECONOMIC DEVELOPMENT GOVERNANCE & MANAGEMENT:

Economic Development Forum

- led by an elected official authorized by Executive Committee
- held monthly
- economic development practitioners from each municipality (some participation from elected officials)
- resource and support people (federal and provincial representatives, Community Future Development Corporations)
- Coordinate and implement economic development mandate

ECONOMIC DEVELOPMENT FORUM MEMBERS & COMMUNITIES:

Chair: Councillor Joann Churchill
Project Manager: Diane Berreth
Economic Development Officer: Troy Payne

ACTIVE MUNICIPALITIES	REPRESENTATIVE
Airdrie	Kent Rupert, Chris MacIsaac, Leona Esau
Calgary	Karen Chown
Canmore	Teresa Mullen
Cochrane	Maggie Armstrong, Rob Kalinovich
Crossfield	Merel Jarvis / Linsey Nash
High River	Marilyn MacArthur
M.D. of Foothills	Samantha Payne
M.D. of Rocky View	David Kalinchuk
Nanton	Georgina Sharpe
Okotoks	Shane Olson
Drumheller	Ray Telford
Redwood Meadows	Mayor Tim Anderson
Black Diamond	Cathy Hutcheson

ORGANIZATION	REPRESENTATIVE
Alberta Finance & Enterprise	Walter Valentini, Jacqueline Loke, Patricia Fuentes
Community Futures Center West	Patti-Jay Callaghan
Community Futures Highwood	Monique LeBlanc
Community Futures Wild Rose	Jennifer Brooks
Foreign Affairs & International Trade Canada	Barry Schlinker
Alberta Employment & Immigration	Mona Kado

CRP MEMBER COMMUNITIES & BOARD OF DIRECTORS:

COMMUNITY	REPRESENTATIVE
Airdrie	Linda Bruce, Chair
Banff	John Stutz
Black Diamond	Sharlene Brown
Calgary	Linda Fox-Mellway
Canmore	Ron Casey
Chestermere	Patricia Matthews
Cochrane	Truper McBride
Crossfield	Phil McCracken
Foothills No. 31, MD of	Terry Waddock
High River	Les Rempel
Nanton	Bill Szabon
Okotoks	Bill McAlpine
Redwood Meadows	Tim Anderson
Rocky View No. 44, MD of	Gordon Branson
Strathmore	George Lattery
Tsuu T'ina Nation	Lyle Dodginghorse
Turner Valley	Dona Fluter
Wheatland County	Ben Armstrong

CRP Regional Economic Development Strategy Steering Committee Members

Chair, Steering Committee	Joann Churchill Town of Cochrane
Town of Crossfield	Councillor Norma Lang
M.D. of Rocky View	Councillor Hopeton Loudon, Councillor Earl Solberg
Townsite of Redwood Meadows	Mayor Tim Anderson
Town of Cochrane	Councillor Brenda Sine
M.D. of Foothills	Councillor Ron Chase
Town of Banff	Mayor John Stutz
Alberta Employment and Immigration	Caroline Fairbrother
City of Airdrie	Kent Rupert
Alberta Finance & Enterprise	Walter Valentini, Patricia Fuentes
Community Futures Centre West	Patti-Jay Callaghan
Town of Okotoks	Shane Olson
Calgary Regional Partnership	Troy Payne
Calgary Regional Partnership	Rick Butler
Calgary Regional Partnership	Diane Berreth
M.D. of Rocky View	David Kalinchuk
Calgary Economic Development	Adam Legge

ECONOMIC DEVELOPMENT GOAL: ENABLE A PROSPEROUS ECONOMY

- 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

CALGARY REGIONAL PARTNERSHIP - MEMBERS

Population of member communities and their contribution to CRP is noted in the table below.

MUNICIPALITY	2008 Population*	Contribution Rate	2009 Contribution
Airdrie	34,116	40 cents	\$13,646.40
Banff	8,721	40 cents	\$3,488.40
Black Diamond	1,986	40 cents	\$794.40
Calgary	1,042,892	20 cents	\$208,578.40
Canmore	12,039	40 cents	\$4,815.60
Chestermere	12,589	40 cents	\$5,035.60
Cochrane	14,653	40 cents	\$5,861.20
Crossfield	2,648	40 cents	\$1,059.20
Foothills No. 31, MD of	19,736	40 cents	\$7,894.40
High River	10,716	40 cents	\$4,286.40
Nanton	2,055	40 cents	\$822.00
Okotoks	19,996	40 cents	\$7,998.40
Redwood Meadows	1,150	Flate Fee	\$500.00
Rocky View No. 44, MD of	34,597	40 cents	\$13,838.80
Strathmore	11,335	40 cents	\$4,534.00
Tsuu T'ina Nation	1,373	40 cents	\$549.20
Turner Valley	2,022	40 cents	\$808.80
Wheatland County	8,164	40 cents	\$3,265.60
TOTAL	1,242,242		\$287,776.80

**Data source: Alberta Municipal Affairs 2008 Official Population List (Revised September 1, 2008)

GOALS & OBJECTIVES

The Calgary Region Economic Partnership under an Executive Committee directive completed a regional economic development strategy. This strategy will form the basis for regional economic development work over the next ten years. The work of the strategy included exhaustive consultation with elected stakeholders, interested business leaders and community residents, as well as government officials at municipal, provincial and federal levels.

From the work of the strategy CRP roles were identified as:

1. Leadership & Advocacy
2. Capacity Building
3. Monitoring, Scanning & Intelligence
4. Project Support
5. Marketing

Strategic priorities were identified as:

1. Entrepreneurial Support & Growth
2. Regional Marketing
3. Workforce Development

Sector priorities have not changed since an initial economic base analysis was conducted two years ago and updated in the previous fiscal year. They remain:

1. Tourism
2. Building Products
3. Transportation & Logistics
4. Food Processing
5. Professional Services

DETAILED WORKPLAN 2009-2010

YEAR 6 (2009-10) - WORK PLAN	
CORE BUSINESS	Collaboration and Partnerships
INITIATIVE	Completion of CRP Regional Economic Development Strategy
ACTION REQUIRED	<ol style="list-style-type: none"> 1. Develop a regional economic development strategy which includes a three year operational business plan. 2. Review Calgary Economic Development's strategy to ensure the regional strategy is complimentary. Identify areas of mutual interest where CED and the region will benefit. 3. Present final CRP regional economic development strategy to the Steering Committee, EDF, and CRP Executive for approval.
EXPECTED RESULT (s)	<ul style="list-style-type: none"> ▪ A multi-year regional economic development strategy will be developed that compliments local priorities. ▪ Economic development activities will be more effectively integrated within the region. ▪ A greater level of cooperation will be achieved in the region, in particular with Calgary Economic Development.
PERSONNEL INVOLVED	CRP Staff, CRP EcDevForum, CRP Member Municipalities, Consultants
SCHEDULE	April 2009 – October 2009
BUDGET (estimate)	\$25,000
PROGRESS TO DATE	A draft final report has been completed.
RISK MANAGEMENT (issues & solutions)	<ul style="list-style-type: none"> ▪ 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. ▪ Governance remains a challenge within the CRP. The economic development strategy should compliment land use plans, specifically with regard to governance.
REDA NEXT LEVEL INTEGRATION	<ul style="list-style-type: none"> ✓ Develop the REDA as a voice for regional economic development issues – work to ensure greater involvement of local governments, provide a platform for discussion of regional economic issues, play a role in fostering cooperating among all regional players. ✓ Further enhance REDA's as a model for networking and partnerships – build solid networks and partnerships with economic development stakeholders, develop and support complementary working relationships ✓ Continuously improve REDA communications

YEAR 6 (2009-10) - WORK PLAN	
CORE BUSINESS	Collaboration and Partnerships
INITIATIVE	Alignment of the Calgary Metropolitan Plan and Regional Economic Development Strategy
ACTION REQUIRED	<ol style="list-style-type: none"> 1. Strongly advocate for the implementation of regional strategies, including the Calgary Metropolitan Plan. This includes the provision of adequate funding, coordination and capacity planning of transport (public and private), storm water management, wastewater, energy and telecommunications to help ensure an efficient and clean region. 2. Support the provision of an adequate supply of commercial and industrial land within the Region's planned compact urban nodes and commercial/industrial corridors to ensure the region is meeting the needs of the overall economy, including its critical industry clusters. 3. Work in conjunction with member communities to undertake a regional commercial/industrial land needs assessment.
EXPECTED RESULT (s)	The Calgary region will progress in creating complete communities.
PERSONNEL INVOLVED	CRP staff (economic development, land use, servicing, transit), CRP EcDevForum CRP Member Municipalities,
SCHEDULE	August 2009 – September 2010
BUDGET (estimate)	\$15,000- \$22,500
PROGRESS TO DATE	The CRP is nearing completion of its land use plan which will be presented at the General Assembly for ratification. Much of the work over the past three years has been with this end in mind.
RISK MANAGEMENT (issues & solutions)	Land use planning is highly controversial and there is opportunity for dissension. Exhaustive community consultation has taken place in order to mitigate this dissension.
REDA NEXT LEVEL INTEGRATION	<ul style="list-style-type: none"> ✓ Work towards developing a shared vision of REDA's reaching their potential - lead in strategic economic development planning within the region, develop regional leaders, bring together diverse interest groups to make a stronger region in the future. ✓ Formalize shared goals for REDA's with the Government of Alberta – support sustainable economic growth and prosperity, facilitate regional cooperation, support Government of Alberta initiatives deemed relevant to the region's economic development. ✓ Further enhance REDA's as a model for networking and partnerships – develop and support complementary working relationships, develop stronger inter-REDA collaboration, strengthen relationship with government departments, and other economic development stakeholders.

YEAR 6 (2009-10) - WORK PLAN	
CORE BUSINESS	Collaboration and Partnerships
INITIATIVE	Lead Sharing Protocol
ACTION REQUIRED	<ol style="list-style-type: none"> 1. Work with CRP communities to establish a lead sharing protocol 2. Engage Calgary Economic Development to ensure the process includes Calgary
EXPECTED RESULT (s)	<ul style="list-style-type: none"> ▪ An effective system for handling leads will be established. ▪ Businesses will locate to the Calgary region. ▪ Businesses that are thinking of leaving the region will possibly be encouraged to locate within another jurisdiction of the Calgary region.
PERSONNEL INVOLVED	CRP Staff, CRP Economic Development Forum, CRP Member Municipalities, Calgary Economic Development
SCHEDULE	January 2010 – March 2010
BUDGET (estimate)	\$5,000
PROGRESS TO DATE	Some preliminary investigation has been undertaken around a protocol, but nothing has been presented to Executive Committee for approval.
RISK MANAGEMENT (issues & solutions)	There is a challenge of getting all CRP municipalities to agree. There is also a risk that Calgary will not participate (ultimately if business leaves Calgary for other jurisdictions the region experiences the loss). This risk can be mitigated by involving CED, the City's economic development agency in the process.
REDA NEXT LEVEL INTEGRATION	<ul style="list-style-type: none"> ✓ Develop the REDA as a voice for regional economic development issues – work to ensure greater involvement of local governments, provide a platform for discussion of regional economic issues, play a role in fostering cooperating among all regional players, ✓ Further enhance REDA's as a model for networking and partnerships – build solid networks and partnerships with economic development stakeholders, develop and support complementary working relationships, ✓ Continuously improve REDA communications.

YEAR 6 (2009-10) - WORK PLAN

CORE BUSINESS	Collaboration and Partnerships
INITIATIVE	Networking and Information Exchange
ACTION REQUIRED	<ul style="list-style-type: none"> ▪ Create opportunities for EDF to exchange information, network with economic development partners and engage in learning opportunities ▪ 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.
EXPECTED RESULT (s)	<ul style="list-style-type: none"> ▪ New projects will emerge between economic development stakeholders ▪ EDF attendance will remain strong as members see value in participation ▪ Economic development knowledge will be increased within the region, resulting in greater effectiveness and use of resources
PERSONNEL INVOLVED	CRP Staff, CRP Economic Development Forum, CRP Member Municipalities, Community Futures, Provincial government - economic development agencies, Federal government – economic development agencies,
SCHEDULE	April 2009 – March 2010
BUDGET (estimate)	\$10,000
PROGRESS TO DATE	This initiative is ongoing and has been effective for the last number of years. Numerous projects have been successfully launched as a result.
RISK MANAGEMENT (issues & solutions)	None
REDA NEXT LEVEL INTEGRATION	✓ Further enhance REDA's as a model for networking and partnerships – strengthen relationships with other key economic development agencies, in particular CED, develop stronger inter-REDA collaboration, develop and support complementary working relationships with business industry and economic development organizations

YEAR 6 (2009-10) - WORK PLAN

CORE BUSINESS	Entrepreneurial Support & Growth
INITIATIVE	Employer Workshops
ACTION REQUIRED	<p>Partner with Alberta Employment & Immigration to implement CRP labour force strategy to inform and increase awareness of employers to labour force issues and best practices in employee retention, employee recruitment, employee development and other specialized workshops.</p> <ol style="list-style-type: none"> 1. Liaise with participating communities to decide workshop dates and venues 2. Attend planning meetings with Alberta Employment and Immigration to finalize logistics and marketing strategies 3. Create online registration surveys 4. Develop workshop information posters, press releases, and mayor speaking notes for each event 5. Summarize feedback of workshop evaluation forms
EXPECTED RESULT (s)	Approximately 16 workshops are planned in CRP member communities will enable regional businesses to acquire key information to assist them with labour force issues related to employee retention, employee recruitment and employee development.
PERSONNEL INVOLVED	CRP Staff, CRP Economic Development Forum, CRP Member Municipalities , Alberta Employment & Immigration – Delivery Services , AFE – Regional Development
SCHEDULE	September 2009 – March 2010
BUDGET (estimate)	\$9,000
PROGRESS TO DATE	CRP staff is working with member communities to plan and schedule the proposed workshops.
RISK MANAGEMENT (issues & solutions)	Successful implementation remains a challenge with limited human and financial resources. Maintaining a strong partnership with CRP member communities and Alberta Employment & Immigration – Delivery Services will be key to successful implementation.
REDA NEXT LEVEL INTEGRATION	<ul style="list-style-type: none"> ✓ Further enhance REDA's as a model for networking and partnerships – strengthen relationships with other key economic development agencies, in particular CED, develop stronger inter-REDA collaboration, develop and support complementary working relationships with business industry and economic development organizations ✓ Further enhance REDA's as a model for networking and partnerships – strengthen partnerships with other departments and agencies involved in economic development ✓ Further develop REDA's as a voice for their region's economic issues ✓ Further enhance services and supports to REDA members

YEAR 6 (2009-10) - WORK PLAN	
CORE BUSINESS	Entrepreneurial Support & Growth
INITIATIVE	Green Building Products – Sector Development
ACTION REQUIRED	<ol style="list-style-type: none"> 1. Work in conjunction with economic development partners to maintain an up to date building products cluster profile and business investment case with which to attract business interest to the Calgary Region (refresh business cases with current information). 2. Work with provincial representatives in building products, international investment specialists for Alberta as well as post officers abroad to effectively market opportunities. 3. Publish a printed piece that outlines the business case for the Calgary Region and also ensure it is published on the CRP website. 4. Promote the use of green building products and materials by hosting an international symposium geared to educating business and industries in the Calgary Region on the emerging global demand and opportunities for green products and the impact of the green economy.
EXPECTED RESULT (s)	To lead the province in the attraction of manufacturing investment in the emerging and green building products sector and in the integration and use of green building products and technologies.
PERSONNEL INVOLVED	CRP Staff, CRP Economic Development Forum, CRP Member Municipalities, Calgary Economic Development, AFE – Regional Development (Director Calgary Region), AFE – Industry Development (Building Product Specialist), Alberta International and Intergovernmental Affairs Consultants
SCHEDULE	June 2009 – March 2010
BUDGET (estimate)	\$80,000 - \$121,000
PROGRESS TO DATE	Funding has been secured through the Rural Community Adaptation Program. A steering committee and work plan have been established for the current fiscal year.
RISK MANAGEMENT (issues & solutions)	The biggest challenge in this sector is the world-wide economy and uncertainty that exists for investors. Very little can be done to mitigate the risk; however, the promoting the Calgary region and a historical trend of growth and opportunity will be key.
REDA NEXT LEVEL INTEGRATION	<ul style="list-style-type: none"> ✓ Further develop the leadership role of REDA's in strategic economic development planning – sets a clear priority for CRP, identifies opportunities, business investment and attraction, implementation will require engagement with municipalities and other Ministries in the government. ✓ Work towards developing a shared vision of REDA's reaching their potential – identify shared economic development goals and set and meet performance measures to reach these goals ✓ Formalize shared goals for REDA's with the Government of Alberta – identify and develop new investment opportunities, encourage and support diversification, engage in the exchange of regional information

- ✓ Improve marketing and promotion of REDA's – market a value proposition internally and externally.
- ✓ Develop REDA's as regional economic information hubs.
- ✓ Further enhance REDA's as a model for networking and partnerships – ensure investment opportunities are appropriately marketed, coordinate and stage regional economic development events, strengthen partnerships with other departments and agencies involved in economic development.

YEAR 6 (2009-10) - WORK PLAN

CORE BUSINESS	Entrepreneurial Support & Growth
INITIATIVE	Transportation & Logistics – Sector Development
ACTION REQUIRED	<ol style="list-style-type: none"> 1. Develop transportation steering committee to provide insight into critical factors and community capacity to develop this sector. 2. Draft a terms of reference for development of a transportation and logistics sector strategy. 3. Work in conjunction with economic development partners, maintain an up to date transportation and logistics cluster profile and business investment case with which to attract business interest and to support activities for transportation and logistics operations in the Calgary Region.
EXPECTED RESULT (s)	To enhance Calgary Region’s position as a key North American transportation and logistics centre.
PERSONNEL INVOLVED	CRP Staff, CRP Economic Development Forum, CRP Member Municipalities Calgary Economic Development, AFE – Regional Development (Director Calgary Region), AFE – Industry Development (Transportation & Logistics Specialist), Alberta International and Intergovernmental Affairs
SCHEDULE	December 2009 – March 2010
BUDGET (estimate)	\$80,000 - \$121,000
PROGRESS TO DATE	Funding has been secured through the Rural Community Adaptation Fund. A preliminary meeting with interested steering committee members has been scheduled. Initial terms of reference have been developed.
RISK MANAGEMENT (issues & solutions)	As with building products, the biggest challenge to any business development in the region is the world-wide economy and uncertainty that exists for investors. Very little can be done to mitigate the risk; however, the promoting the Calgary region and a historical trend of growth and opportunity will be key in this sector as well.
REDA NEXT LEVEL INTEGRATION	<ul style="list-style-type: none"> ✓ Further develop the leadership role of REDA’s in strategic economic development planning – set clear priorities identified in strategic plans which will allow more honed planning, more effective planning will enable the development meaningful and effective plans, sectoral intelligence and opportunity identification ✓ Improve marketing and promotion of REDA’s - market a value proposition internally and externally ✓ Develop REDA’s as regional economic information hubs – provide relevant and meaningful intelligence on this sector for use by members and government ✓ Further enhance REDA’s as a model for networking and partnerships – strengthen partnerships with other departments and agencies involved in economic development, ensure investment opportunities are appropriately marketed

YEAR 6 (2009-10) - WORK PLAN	
CORE BUSINESS	Entrepreneurial Support & Growth
INITIATIVE	Professional & Technical – Sector Development
ACTION REQUIRED	Partner with Calgary Economic Development to further the impact of the Telework Initiative
EXPECTED RESULT (s)	The Calgary Region will benefit from decreased commute times, increased productivity, and reduced green house gas emissions.
PERSONNEL INVOLVED	CRP Staff, CRP Economic Development Forum, CRP Member Municipalities, Calgary Economic Development
SCHEDULE	September 2009 – March 2010
BUDGET (estimate)	\$3,000
PROGRESS TO DATE	CRP community members have been engaged by Calgary Economic Development. Additionally, Calgary Economic Development has agreed to provide promotional material and access to the WorkShift website for communities who wish to participate.
RISK MANAGEMENT (issues & solutions)	The biggest risk is communities not supporting Telework through local policy and planning authority. Companies may also be hesitant to adopt this philosophy, which is untraditional. Community engagement and education will be key to success at the regional level.
REDA NEXT LEVEL INTEGRATION	✓ Further enhance REDA's as a model for networking and partnerships – strengthen relationships with other key economic development agencies, in particular CED, develop stronger inter-REDA collaboration, develop and support complementary working relationships with business industry and economic development organizations

YEAR 6 (2009-10) - WORK PLAN

CORE BUSINESS	Entrepreneurial Support & Growth
INITIATIVE	Productivity Assessment
ACTION REQUIRED	<ol style="list-style-type: none"> 1. Development of on-line survey tools to capture survey results. 2. Development of a marketing strategy and key messages for use by project partners. 3. Delivery of survey to at least 100 companies in the Calgary region with an adequate representation from the area outside of Calgary. 4. Submission of draft analysis and summary report. 5. Presentation of key findings at Industry Business Event. 6. Completion of final analysis report. 7. Completion of public summary report.
EXPECTED RESULT (s)	To provide valuable intelligence into the state of industry within the Calgary region pertaining to productivity challenges, perceptions, and gaps. The assessment will enable economic development agencies to get a better sense of whether companies in their region measure productivity, have concerns about productivity, and how they utilize specific productivity improvement techniques and tools.
PERSONNEL INVOLVED	CRP Staff, CRP Economic Development Forum, Calgary Economic Development, SAIT Polytechnic, Canadian Manufacturers and Exporters, Alberta Employment and Immigration, AFE – Regional Development (Director Calgary Region), AFE – Industry Development (Productivity Unit)
SCHEDULE	July 2009 – December 2009
BUDGET (estimate)	\$55,000-\$75,000
PROGRESS TO DATE	An RFP has been drafted and will be tendered with a submission deadline no later than July 31, 2009.
RISK MANAGEMENT (issues & solutions)	The risk of the assessment will be the lack of survey responses from a cross section of sectors and areas outside of Calgary. This risk will be mitigated with the development of a clear marketing strategy to target key segments and communities.
REDA NEXT LEVEL INTEGRATION	<ul style="list-style-type: none"> ✓ Further develop the leadership role of REDA’s in strategic economic development planning – set clear priorities identified in strategic plans which will allow more honed planning, more effective planning will enable the development meaningful and effective plans, sectoral intelligence and opportunity identification. ✓ Formalize shared goal for REDAs with the Government of Alberta – identify and develop new opportunities, encourage and support diversification, engage in the exchange of regional information ✓ Further enhance REDA’s as a model for networking and partnerships – strengthen partnerships with other departments and agencies involved in economic development.

YEAR 6 (2009-10) - WORK PLAN

CORE BUSINESS	Regional Marketing
INITIATIVE	Movie Map – Distribution, Promotion & Feedback
ACTION REQUIRED	<ol style="list-style-type: none"> 1. Work with project partners to continue the dissemination of movie maps already produced. 2. Solicit and analyze feedback from participants in this tourist promotion.
EXPECTED RESULT (s)	Travel into the Calgary region will continue to increase, resulting in direct economic benefit to all member communities throughout the region.
PERSONNEL INVOLVED	Movie Map Steering Committee Members (Community Futures, Travel Alberta, Alberta Film, Palliser Economic Partnership, CRP, SouthGrow).
SCHEDULE	May 2009 – September 2009
BUDGET (estimate)	\$5,500
PROGRESS TO DATE	The committee is updating brochures to solicit feedback from participants. This data will be collected through an on-line survey which will provide feedback from project participants.
RISK MANAGEMENT (issues & solutions)	The biggest risk is participants failing to provide feedback. The steering committee is offering incentives for individuals willing to take the time to provide input.
REDA NEXT LEVEL INTEGRATION	<ul style="list-style-type: none"> ✓ Further enhance REDA's as a model for networking and partnerships – develop and support clearly understood and complimentary working relationships, expand networks beyond the province's borders where there is strategic value, ✓ Improve marketing and promotion of REDA's – link REDA website with other partners, stakeholders, marketing and promote the REDA as a group using all available marketing venues, ✓ Further enhance services and supports to REDA members – facilitate collaborative regional marketing efforts that promote the region.

YEAR 6 (2009-10) - WORK PLAN

CORE BUSINESS	Regional Marketing
INITIATIVE	Updating the CRP Website and Promotional Materials
ACTION REQUIRED	<ol style="list-style-type: none"> 1. Implement recommendations based on Alberta Employment & Immigration and Twist Marketing’s review of the CRP website’s suitability for immigration and employment attraction 2. Promote the Productivity Assessment initiative on the website
EXPECTED RESULT (s)	Website traffic and inquiries will increase as businesses and individuals will be better able to access information.
PERSONNEL INVOLVED	CRP Staff, CRP Economic Development Forum, Twist Marketing, Alberta Finance and Enterprise, Alberta Employment & Immigration
SCHEDULE	September 2009 – March 2010
BUDGET (estimate)	\$25,000
PROGRESS TO DATE	Proposed changes have been discussed with CRP.
RISK MANAGEMENT (issues & solutions)	The risks associated with this activity include failure to gain final consensus. This risk has been mitigated by hiring a well-regarded marketing firm, and extensive consultation with stakeholders.
REDA NEXT LEVEL INTEGRATION	✓ Improve marketing and promotion of REDA’s –use all available promotional means to promote the CRP

REDA PERFORMANCE MEASURES

YEAR 6 (2009-10) - WORK PLAN	
	ACTIVITY
TWO MAJOR INITIATIVES	<ol style="list-style-type: none"> 1. Green Building Products Sector Strategy 2. Transportation & Logistics Sector Terms of Reference
TWO ECONOMIC DEVELOPMENT SERVICES	<ol style="list-style-type: none"> 1. Employee Recruitment and Retention Workshops 2. CRP Regional Economic Brochure and Lifestyle Profile
ONE REDA GOVERNANCE IMPROVEMENT	<ol style="list-style-type: none"> 1. LEADS Protocol
TWO NETWORKING AND COLLABORATION ACTIVITIES	<ol style="list-style-type: none"> 1. Minimum of six meetings of the Economic Development Forum 2. Formal Adoption of Regional Economic Development Strategy CRP December General Assembly Nov / Dec 2009 –

BUDGET FORECAST 2009 – 2010

INITIATIVES	Budget	CRP	AFE	Other
	2009 - 2010	2009 - 2010	2009 - 2010	2009 - 2010
Collaboration & Partnerships				
▶ Regional Economic Dev. Strategy	\$25,000		\$25,000	
▶ Align CMP and Reg EcDev Strategy	\$22,500	\$7,500	\$15,000	
▶ Lead Sharing Protocol	\$5,000	\$2,000	\$3,000	
▶ Networking & Info Exchange	\$10,000	\$3,000	\$7,000	
▶ Economic Development Conferences	\$3,000		\$3,000	
TOTAL ESTIMATED CORE 1	\$65,500	\$12,500	\$53,000	\$0
Entrepreneurial Support & Growth				
▶ Employer Workshops	\$9,000	\$2,000	\$7,000	
▶ Green Building Products Sector	\$121,000	\$10,000	\$11,000	\$100,000
▶ Transportation & Logistics Sector	\$121,000	\$10,000	\$11,000	\$100,000
▶ Professional & Technical Sector	\$3,000	\$3,000		
▶ Productivity Assessment	\$75,000			\$75,000
TOTAL ESTIMATED CORE 2	\$329,000	\$25,000	\$29,000	\$275,000
Regional Marketing				
▶ Regional Movie Map	\$5,500	\$2,500	\$3,000	
▶ Updates to CRP Website	\$7,000	\$5,000	\$2,000	
▶ Promotional Materials	\$18,000	\$5,000	\$13,000	
TOTAL ESTIMATED CORE 3	\$30,500	\$12,500	\$18,000	\$0
TOTAL ESTIMATED BUDGET	\$425,000	\$50,000	\$100,000	\$275,000

PROJECT SUMMARY & TIMELINES

	Apr	May	June	July	Aug	Sept	Oct	Nov	Dec	Jan	Feb	Mar
1. Collaboration & Partnerships												
1.1 Regional Economic Development Strategy	✓	✓			✓	✓	✓	✓	✓			
1.2 Alignment of CMP and Reg Ec Dev Strategy					✓	✓	✓	✓	✓			
1.3 Lead Sharing Protocol										✓	✓	✓
1.4 Networking & Information Exchange	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓
1.5 Economic Development Conferences						✓						✓
2. Entrepreneurial Support & Growth												
2.1 Employer Workshops						✓	✓	✓	✓	✓	✓	✓
2.2. Green Building Products Sector			✓	✓	✓	✓	✓	✓	✓	✓	✓	✓
2.3 Transportation & Logistics Sector									✓	✓	✓	✓
2.4 Professional & Technical Sector						✓	✓	✓	✓	✓	✓	✓
2.5. Productivity Assessment				✓	✓	✓	✓	✓	✓			
3. Regional Marketing												
3.1 Regional Movie Map		✓	✓	✓	✓	✓					✓	✓
3.2 Updates to CRP Website						✓	✓	✓	✓	✓	✓	✓
3.3 Promotional Materials						✓	✓	✓		✓	✓	✓

APPENDIX “A” – BEST PRACTICES IN ECONOMIC DEVELOPMENT

CRP endeavors to implement the following best 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