



Community Economic Development Office 2010 Business Plan at a Glance

OICRD / CEDO – 2010 Strategic Business Plan

Town of Olds and OICRD Joint Overarching Goal:

“To move Olds towards a sustainable future, one which all descendents of Olds can be proud and one which positions Olds as the most desirable community along the Edmonton-Calgary corridor in which to live, work, and play.”

The Town of Olds Strategic Overview

Vision: Olds is a progressive, sustainable community with substantial culture, economic, environmental, social and governance opportunities
Mission: To create a healthy, flourishing community by providing sustainable programs, services and facilities and a climate for responsible growth.
Values: Integrity; Collaboration; Innovation; and Accountability We conduct our business with honesty, integrity, dignity, respect and passion We team with our partners to build capacity We seek sustainable solutions through flexible approaches We take responsibility for the quality of our decisions
Outcome Statements: <ul style="list-style-type: none"> • Olds has a strong economy this is in balance with the five dimensions contained within The Natural Step framework on sustainability; • Businesses in Olds provide rewarding employment for an educated workforce; • Proactive and accessible local economic services provides for a demographically balanced population; and • A streamlined development process attracts sustainable businesses making Olds a destination of choice.

OICRD Strategic Overview

Vision: To be the recognized leader in sustainable community and regional development.
Mission: OICRD encourages, initiates, and facilitates community and economic development through the incorporation of the five dimensions of a sustainable community – cultural; economy; environment; governance; and social.
Values:
Innovative – to think and act beyond what is expected
Accountable – we take responsibility for our decisions, actions and outcomes
Collaborative – utilize broad based input to work cooperatively and openly in achieving a common goal for betterment of the community
Behave with Integrity – principle based decisions are made in an honest, transparent and respectful manner
Outcome Statements:
1. A vibrant cultural scene
2. A strong economy
3. A healthy environment
4. Good governance
5. A strong social network
6. Diverse OICRD revenue streams

OICRD / CEDO – 2010 Strategic Business Plan

OICRD/CEDO Alignment with Olds Strategic Sustainability Plan (OSSP)

OSSP Economic Priorities for Future State Initiatives	OSSP Economic Strategies to Achieve Success
<ul style="list-style-type: none"> • Increase direct and indirect economic development spinoffs by attracting businesses that integrate all the dimensions of sustainability in their practices • Reduce retail and wholesale leakage by shopping locally in support of both independent and franchised businesses 	<ul style="list-style-type: none"> • Research and define what qualifies as a 'green' business and inventory 'best green business practices'. • Continue and expand 'shop local' initiatives such as Midnight Madness, etc. • Develop a recognition program for business efforts that integrate all dimensions of sustainability • Create a 'green procurement' policy for Town of Olds to follow in sourcing materials & services • Contingent on the success of FTTP, encourage technology based opportunities that are 'green' in nature.

OICRD Focus Area/ Lead Stakeholder Role (assigned by OSSP)	OICRD Outcome Statements	OICRD Framework Alignment to OICRD Outcomes	OICRD/CEDO Key Areas of Responsibility
Arts/Culture/Heritage	Vibrant Cultural Scene	Community Lifestyles; Uptowne Group; Marketing & Communications; OAGSL	<ul style="list-style-type: none"> • Community development / partnerships & collaboration • Training (education & awareness) • Research & development
Economic Development	Strong Economy	Business Retention & Expansion – Uptowne Group; Business & Investment Attraction - Opportunity Identification and Fair Trade; Technology – OCCN, FTTP & Community Engagement Sites; Marketing & Communications; OAGSL;	<ul style="list-style-type: none"> • Business development – BR&E; B&IA; Opportunity Identification; • Marketing and promotion / communication planning; • Professional development & Training (education & awareness) • Funding development / partnerships / collaboration
Health & Social	Healthy Environment	Olds Advisory Group for Sustainable Living; Marketing & Communication; Community Lifestyles;	<ul style="list-style-type: none"> • Stakeholder Liaison / collaboration / partnership development • Training (education & awareness) • Marketing and communications / promotion
	Strong Social Network	Community Lifestyles - Physician Recruitment & Retention; Marketing & Communication; OAGSL	<ul style="list-style-type: none"> • Partnerships & collaboration / stakeholder liaison • Capacity building & volunteer support • funding development • communications (awareness, understanding and engagement)
Governance & Partnership Communication Learning	Good Governance	OICRD Board & Staff; All Pillars; and Sub Committees	<ul style="list-style-type: none"> • Capacity Building - Facilitation / Convening • Volunteer recruitment / orientation & support • Financial / fiduciary / Evaluation • Policy development • Strategic communication planning and development • Training (education & awareness) – Natural Step & CEDTP
	Diverse Revenue Streams for OICRD	OICRD Board & Staff; Funding Development Committee	<ul style="list-style-type: none"> • Funding diversification – grants; corporate partners programs; revenue based private sector service development

OICRD / CEDO – 2010 Strategic Business Plan

CEDO Key Performance Indicators (KPIs)	KPI Alignment to OICRD Outcome Statements
• 5 new strategic community economic partnerships developed and in place with MOUs by end of 2010	• A strong economy; diverse revenue streams; good governance
• 10 new 'sustainable' clean and green businesses established in Olds by end of 2010	• A strong economy; a healthy environment
• 25 higher than average wage new era jobs created targeting Gen X and Y to Olds by end of 2010	• A strong economy
• OI Board & CEDO complete and receive the Natural Step Program certificate by end of 2010	• A healthy environment; good governance
• All OICRD pillar and project committees have adopted action plans in place by end of 2010	• Good governance; a strong economy; a strong social network; diverse revenue streams;
• 25 Pillar/Project Committee members and strategic partners receive Community Economic Development' training by end of 2010 (business retention, expansion, investment, and attraction strategies)	• A strong economy; good governance
• CEDO completes Yr. 2 - U of Waterloo Economic Development Designation Program by end of 2010	• Good governance; A strong economy
• 100% increase in web site visitations by investors and visitors by end of 2010.	• A strong economy; a vibrant cultural scene; a healthy environment; a strong social network
• 20% revenue intake increase over 2009 revenue intake	• Create and develop new sustainable and diverse revenue streams for OICRD

CEDO 2010 Action Plan

CEDO Tasks	Activities	Alignment to Outcome Statements	Alignment to KPIs
Business Retention & Expansion	Working with Olds & District Chamber of Commerce research, plan, and implement training, strategic and action planning targeting the implementation of business programs and supports focusing on retention and expansion of local businesses; Develop a research and support system to sustain, maintain, and grow existing businesses and to diversify local industry development targeting heritage & culture, innovation & technology, manufacturing and renewable energy and identify and implement solutions to remove barriers to development.	Strong economy; vibrant cultural scene; and good governance	10 new 'sustainable' clean and green businesses established in Olds by end of 2010 25 higher than average wage new era jobs created targeting Gen X and Y to Olds by end of 2010
Business & Investment Attraction	Working with the B&IA Committee; develop a 2010 action plan to successfully implement training, investment readiness information collection and dissemination, explore and research business attraction opportunities such as a Eco Industrial Park; Bio Energy Projects; and industry cluster strategies; Olds public market concept; Olds Power Company concept; etc. Investigate funding sources to support carrying out feasibility studies, develop funding proposals and carry out contract management of consulting contracts.	Strong economy; vibrant cultural scene; a healthy environment; diverse revenue streams	Web site upgrades targeting investors and relocations results in 100% increase in site visitations by end of 2010.
Opportunity Identification	Working with OICRD Board Members and strategic economic partners; convene and facilitate the development of a potential P3 Partnerships leading towards the support for, and the development and implementation of a Canadian Beef Industry Centre of Excellence; Provide a forum for the exchange of innovative concepts, creative initiative, out of the box thinking, and quality information sharing – Olds Power Company concept.	Strong Economy and diverse revenue streams	CEDO completes Yr. 2 of the U of Waterloo Professional Economic Development Studies Program by end of 2010
Marketing & Communication	Working with the Marketing Committee and the Town of Olds create a dynamic 'Promoting Olds' campaign that puts Olds in front of the world and triggers investor interest by developing marketing, communication, promotion & awareness plans, programs, processes, tools and resources to upgrade web sites with interactive community economic development information. Options include Social Media resources i.e. Face Book, UTube, and Twitter; EDsuite 2.0 on-line decision making data exchange; Collaborate on promo & marketing resources to reduce costs	Strong Economy and Good Governance; Strong social network; healthy environment	Web site upgrades result in 100% increase in targeting investors and relocations visitation by end of 2010. Communication Strategy RFP awarded by end of 2010 – targeting branding,

OICRD / CEDO – 2010 Strategic Business Plan

	and eliminate duplication; Investigate the value of creating a hard copy and PDF version of a Town of Olds Special Report/Magazine – i.e. OLDS Life (fashioned after Airdrie and Okotoks Life) – sponsored through partnerships with property development companies; and Develop and disseminate brochures, press releases, backgrounders, media articles as and when needed in a timely manner.		communication planning, web site re-development.
Volunteer Supports / Capacity Building	Working with OICRD Board and Pillar/Project Committees assist & support all OI Members / Pillar Committees to strengthen governance structure through review of Terms of Reference and development of outcome based action / business plans; explore options to improve/enhance Essential Member Relations – MOU; and identify and provide opportunities for all OI committees to take community economic development training and participate in information exchange; and develop and implement OI Board Orientation Program	Good governance; strong economy; strong social network	All OICRD pillar and project committees have approved action / business plans in place by end of 2010
Stakeholder Liaison / Partnership Development	Develop a broad network of internal and external community economic development experts, associates, partners, and stakeholders; Dedicate 20% of time to nurturing and developing new and stronger relationships with potential partners and stakeholders; Continue to support Technology committee and the Connected Communities Network Committee to meet deliverables as outlined in Government funding agreement; and Continue to support Community Lifestyle Committee to provide a framework for social and community well being and quality of life	good governance; strong social network; strong economy; vibrant cultural scene	5 new strategic community economic partnerships developed and in place with MOUs by end of 2010
Funding Development	Explore the option of initiating an OICRD Corporate Partners Program targeting essential members and new strategic partnerships – demonstrate value for dollar, create buy-in; In collaboration with strategic partners host fee for service selective trade & industry events, workshops, conferences, seminars, training, etc. that align with goals and objectives of sustainable community economic development; Source out, develop and submit grant proposals for funding to various levels of government in support of targeted activities	Diverse Revenue Streams; good governance; strong economy; strong social network; vibrant cultural scenes	Increase 2009 revenue intake by 20% in support of diversifying and attracting new revenue streams to OICRD
Governance	Develop a community economic development approach (strategy and action plan) that supports quality of life and implements the dimensions of the Natural Step Program. Incorporate sustainability dimensions into all aspects of economic development planning to ensure regional wellness (health, education, and quality of life).	Good governance; healthy environment; strong economy; strong social network	All OI Board Members & CEDO complete and receive the Natural Step Program certificate by end of 2010
Evaluation	Assist and support OI Committees to identify key performance indicators, establish benchmarks, reporting out, follow up, and implement adjustments as needed.	Good governance; strong economy; strong social network	All OI Committees have terms of reference in place with an action plan; All OI Committees have access to CED Training programs by end of 2010.