



## **2021-2022 Report to the City of Saskatoon**

2021 Performance Results | 2022 Targets & Budget

# Table of Contents

## **02 About Us**

- 03 Vision and Values
- 04 Board of Directors
- 05 Team Members

## **06 2021 Results**

- 07 Key Performance Indicators
- 08 Highlights

## **09 2022 Targets & Budget**

- 10 Key Performance Indicators
- 11 Revenue
- 12 Expenses

## About Us

### Our purpose is to inspire all people to thrive here.

We help entrepreneurs start and expand businesses, support Indigenous economic reconciliation, assist in the attraction of new business to Saskatoon, encourage local business growth, coordinate collaborative development across the Saskatoon Region and provide insight on the local economy.

#### Indigenous Economic Development

Develop Indigenous economic reconciliation strategies to foster economic inclusion in the Saskatoon Region.

#### Entrepreneurship

Assist entrepreneurs to start and grow their business in Saskatchewan.

#### Business Attraction

Support the attraction of businesses to the Saskatoon Region.

#### Business Expansion

Support local businesses to grow and thrive in the Saskatoon Region.

#### Regional Collaboration

Coordinate effective regional collaboration to encourage growth across the Region.

#### Economic Intelligence

Provide insights and analysis on the local economy.



# Our vision is to be the foremost and inspirational contributor to a growing economy where all people thrive.

## We trailblaze

We boldly lead the creation of new, game changing programs and services.

## We are agile

We confidently embrace change and frequently adapt to new circumstances.

## We believe in partnerships

We eagerly collaborate with partners to accomplish big things.

## We strive to be epiconic<sup>1</sup>

We are driven to create epiconic work that leaves everyone in awe.

**Epiconic** adjective

[ep-i-kon-ik]

Extending beyond the ordinary to create distinctive brilliance.

// an *epiconic* event.



## Board of Directors



**Cam Broten**  
Board Chair  
Saskatchewan Egg  
Producers



**Nick Purich**  
Vice-Chair and  
Finance Chair  
SKYXE



**Nevine Booth**  
Past Chair  
Federated  
Co-operatives Ltd.



**Steve Danners**  
Indigenous Chair  
Clarence Campeau  
Development Fund



**Ryan Lejbak**  
Governance Chair  
zu



**Gary Philipchuk**  
Regional Chair  
Mayor of Warman



**Josh Walchuk**  
Business Incentives Chair  
ICR Commercial  
Real Estate



**Judy Harwood**  
Reeve, RM of Corman  
Park



**Darren Hill**  
Ward 1 City  
Councillor



**Bev Dubois**  
Ward 9 City  
Councillor



**Zach Jeffries**  
Ward 10 City  
Councillor



**Omer Al-Katib**  
AGT Foods and  
Ingredients Inc.



**Brad Darbyshire**  
Independent



**Scott Hodson**  
Finance Chair  
Independent



**Byron Mack**  
MNP



**Candace  
Wasacase-Lafferty**  
University of  
Saskatchewan



## Team Members



**Alex Fallon**

President and CEO



**Erin Lawson**

Vice President



**Milton Tootosis**

Chief Economic  
Reconciliation Officer



**Leon Ferguson**

Director, Business  
Attraction and  
Expansion



**Stephanie Yong**

Director, Government  
Relations and  
Partnerships



**Ruth Carr**

Financial Controller



**Terra Penner**

Executive Assistant  
Manager, Operations



**Kristen  
Johannesson**

Manager, Projects



**Tyler Nguyen**

Manager, Economic  
Intelligence



**Lindsay Toth**

Manager, Marketing  
and Communications



**Stephane O'Reilly**

Advisor,  
Entrepreneurship



**Ashley Dean**

Specialist,  
Entrepreneurship



**Brenden  
Branscombe**

Specialist,  
Administration





# **2021 Results**

## Key Performance Indicators

NO.	KPI	TARGET	YTD	WEIGHT	RESULT
<b>Entrepreneurship</b>					
1.1	Assist at least 35 entrepreneurs in the Saskatoon Region to establish a small business.	35	36	10%	10%
1.2	Assist at least 15 entrepreneurs in the Saskatoon Region to grow their small business.	15	18	10%	10%
1.3	Develop and execute Go Money awarding 5 local entrepreneurs with coaching and funding to get their business running.	5	5	5%	5%
<b>Business Growth</b>					
2.1	Help at least 2 businesses to expand operations in the Saskatoon Region that result in a minimum of 10 new jobs.	2	2 11 jobs	10%	10%
2.2	Add at least 12 new supply-chain businesses to the Local Link program.	12	9	10%	7.5%
2.3	Complete Phase 3 of Project Ribbon, a business attraction initiative targeted at attracting an agri-business processing facility to the Saskatoon Region.	1	1	5%	10%
<b>Indigenous Reconciliation</b>					
3.1	Act as an advocate for economic reconciliation and implement or recommend policy changes that address TRC Call to Action No. 92.	5	-	10%	10%
3.2	Add at least 5 businesses to the Learning Together Mentorship Program.	5	2	10%	8%
3.3	Assist at least 5 Indigenous businesses or organizations in the Saskatoon Region to grow.	1	6	5%	5%
<b>Regional Collaboration</b>					
4.1	Develop and execute a Regional Revitalization Grant awarding at least 3 municipalities with funding for economic development projects.	3	4	10%	10%
4.2	Assist at least 5 regional businesses or organizations in the Saskatoon Region to grow.	5	5	10%	10%
4.3	Facilitate cooperation among 4 regional municipalities to collaborate on economic growth and development projects.	4	4	5%	5%
<b>12</b>		<b>TOTAL</b>		<b>100%</b>	<b>95.5%</b>





## Highlights

### IEDC Award

SREDA's Saskatoon Economic Recovery Tracker (SERT) tool won an IEDC Digital Media Award, which celebrates the innovative use of digital media technologies in economic development. SREDA has now won numerous municipal, provincial, national and international awards over the past 7 years.

“This award is recognition of the impactful work SREDA does to help support and grow the local economy. To be acknowledged as a leader in economic development from our peers across the globe is a real honour,” said Alex Fallon, SREDA President and CEO. “It demonstrates that you can truly be the best in the world from anywhere in the world.”

11

New jobs created under the Business Development Incentive Program



1,813

Saskatchewan entrepreneurs assisted through our Square One program

6

Indigenous entrepreneurs supported in growing their business



\$85K

Awarded to promising local entrepreneurs



2

Businesses added to the Business Development Incentive Program





# **2022 Targets & Budget**

## Key Performance Indicators

NO.	KPI	WEIGHT
<b>Indigenous</b>		
1.1	Take a leadership role in advocating for economic reconciliation in Saskatoon. Implement or recommend policy changes that support progress on TRC Call to Action 92.	25%
<b>Entrepreneurship</b>		
2.1	Support the creation of at least 50 jobs by helping entrepreneurs start and/or grow a business in Saskatchewan.	25%
<b>Business Attraction</b>		
3.1	Attract at least one international or Western Canadian ag-tech or mining-tech business to the Saskatoon Region.	10%
<b>Business Expansion</b>		
4.1	Support the creation of at least 10 local jobs by promoting and administering the Business Development Tax Incentive Policy in Saskatoon.	10%
<b>Regional Collaboration</b>		
5.1	Lead at least one collaborative project that supports economic development in the Saskatoon Region.	10%
5.2	Promote Project Ribbon to attract an agri-business value-added processing facility in the Saskatoon Region.	10%
<b>Economic Intelligence</b>		
6.1	Create and release the Saskatoon Economic Diversification Report (SEDR) to measure the diversification of the local economy; make recommendations to municipalities on how to increase diversification in the Saskatoon Region.	10%
<b>7</b>	<b>TOTAL</b>	<b>100%</b>



## Revenue

	<b>REVENUE</b>
City of Saskatoon (Base)	\$885,500
City of Saskatoon (Performance)	\$105,000
Federal Government (Entrepreneurship)	\$665,000
Membership	\$115,000
Regional Municipal Members	\$60,000
Sponsorship	\$95,000
Event Ticket Sales	\$35,000
Fee for Service	\$15,000
Federal Government Programs	\$50,000
Provincial Government Funding	\$25,000
<b>TOTAL REVENUE</b>	<b>\$2,050,500</b>



## Expenses

	<b>EXPENSES</b>
Salaries	\$1,468,342
Rent & Facilities	\$100,000
Operations	\$90,000
Administration	\$80,000
Training & Professional Development	\$25,000
Contingency & New Projects	\$20,000
<b>TOTAL OPERATING EXPENSES</b>	<b>\$1,783,342</b>
Indigenous Economic Reconciliation	\$50,000
Entrepreneurship - SREDA	\$55,000
Entrepreneurship - SK Startup Institute	\$85,000
Business Attraction	\$50,000
Business Expansion	\$40,000
Regional Collaboration	\$35,000
Economic Intelligence	\$35,000
Marketing & Communications	\$85,000
<b>TOTAL PROGRAM EXPENSES</b>	<b>\$435,000</b>
<b>TOTAL EXPENSES</b>	<b>\$2,218,342</b>
<b>NET INCOME</b>	<b>-\$167,842</b>
<b>2021 SREDA SURPLUS</b>	<b>\$287,496</b>
<b>2022 SREDA REMAINING SURPLUS</b>	<b>\$119,654</b>



