



2022-2023

Report to the City of Saskatoon

2022 Performance Results | 2023 Operations Plan

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2022 PERFORMANCE RESULTS

2022 KEY PERFORMANCE INDICATORS

NO.	KPI	WEIGHT	RESULT
Indigenous Economic Development			
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%	25%
Warman Indigenous Procurement Policy, 10% Commitment, SOAR, solar power project, etc.			
Entrepreneurship			
2.1	Support the creation of at least 50 jobs by helping entrepreneurs start and/or grow a business in Saskatchewan.	25%	25%
CRM tracking = 61 jobs created.			
Business Attraction			
3.1	Attract at least one international or Western Canadian ag-tech or mining-tech business to the Saskatoon Region.	10%	10%
ECO2 SK incorporation, DroneAg, Agri-force, Soil Water.			
Business Expansion			
4.1	Support the creation of at least 10 local jobs by promoting and administering the Business Development Tax Incentive Policy in Saskatoon.	10%	10%
Crestline and Vital Metals approved by Council August 2022 with approx. 120 jobs to be created.			
Regional Collaboration			
5.1	Lead at least one collaborative project that supports economic development in the Saskatoon Region.	10%	10%
North-West Ag Area Committee, Warman Procurement Policy, Revitalization Grants.			
5.2	Promote Project Ribbon to attract an agri-business value-added processing facility in the Saskatoon Region.	10%	0%
Land option purchased, Phase 3 of report is completed with no broader marketing complete.			
Economic Intelligence			
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%	10%
Report was released December 1, 2022.			
7	TOTAL	100%	90%

2022 HIGHLIGHTS



6

Qualified international companies exploring expansion to Saskatoon



1,618

Entrepreneurs assisted through SK Startup Institute



120

Jobs created through the Business Development Incentive



\$45K

Awarded to Indigenous entrepreneurs



2023 OPERATIONS PLAN

INTRODUCTION

SREDA's 2023 Operations Plan has been developed in order to support "Focused Growth". With a refined orientation around four key pillars, the organization is well-positioned to support the continued growth of the Saskatoon Region economy.

This plan and budget will ensure SREDA continues to deliver the highly successful programs built over many years, and at the same time introduce new programs under each of the four pillars. To assist with this more resources have been allocated to pillar programs to increase the economic impact of its activities.

This plan builds on SREDA's solid foundation while finding new ways to grow the regional economy.

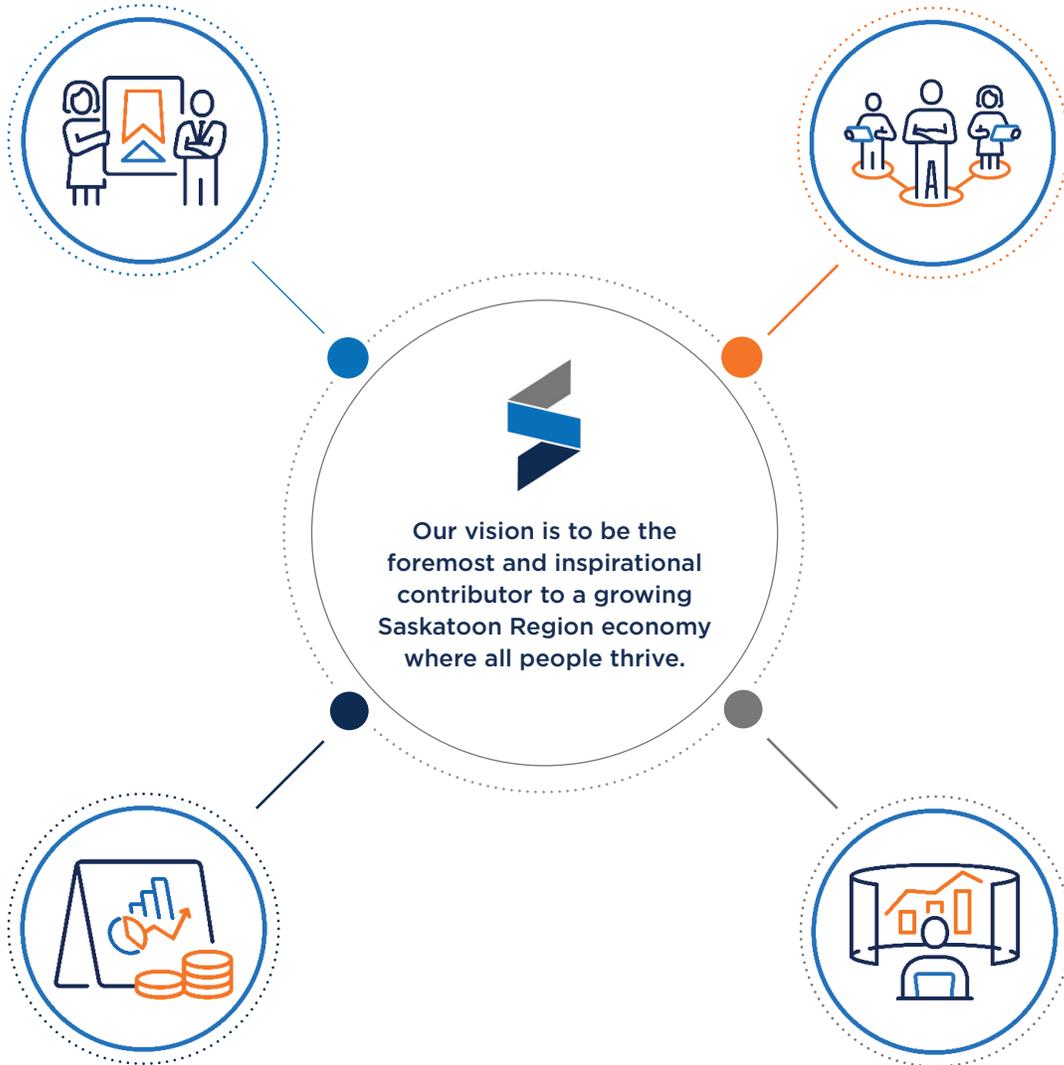


ENTREPRENEURSHIP: SK STARTUP INSTITUTE

To assist Saskatchewan entrepreneurs in starting business.

INDIGENOUS BUSINESS OPPORTUNITIES

To foster economic reconciliation by connecting Indigenous organizations with business opportunities in the Saskatoon Region.



BUSINESS ATTRACTION

To market the Saskatoon Region locally, provincially, nationally and internationally to attract business, investment and people to our city.

ECONOMIC INTELLIGENCE

To support local and international business leaders in their decision making process by providing insights and analysis on the local economy.

Our vision is to be the foremost and inspirational contributor to a growing Saskatoon Region 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 epiconic¹

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.

KEY PERFORMANCE INDICATORS

NO.	KPI	WEIGHT
Entrepreneurship		
1.1	Assist at least 80 Saskatchewan entrepreneurs in establishing a new business.	10%
1.2	Increase partnerships with Saskatchewan business organizations to promote SK Startup Institute across the province in order to serve 10% more entrepreneurs than in 2022 (1,575).	10%
1.3	Implement an entrepreneurship program geared at under-represented demographics that assists at least 5 promising entrepreneurs in establishing a business.	5%
Indigenous Business Opportunities		
2.1	In response to TRC Call to Action #92, assist at least 1 Indigenous organization to partner on a business development opportunity in the Saskatoon Region.	10%
2.2	Lead advocacy efforts so that at least 2 organizations in Saskatchewan consider policy changes to increase opportunities for Indigenous organizations to participate in the economy.	10%
2.3	Deliver the SOAR Indigenous Entrepreneurship Competition to support 5 Indigenous entrepreneurs in growing their business and awarding micro-grants to assist them in their growth.	5%
Business Attraction		
3.1	Facilitate at least 2 business attraction investments to the Saskatoon Region.	10%
3.2	Initiate at least 2 partnerships between Saskatoon Region organizations with national or international organizations that create employment and growth opportunities.	10%
3.3	Support at least 25 new jobs in the Saskatoon Region utilizing the City of Saskatoon Business Development Incentive policy.	5%
Economic Intelligence		
4.1	Facilitate 2 industry roundtables that assist local businesses to consider growth opportunities in emerging sectors.	10%
4.2	Provide research, analysis and recommendations on at least 4 municipal or industry trends that support decision making by key stakeholders related to economic growth.	10%
4.3	Provide at least 2 economic impact studies to Saskatchewan organizations that support funding applications or sector growth initiatives.	5%
12	TOTAL	100%



2023 PROJECTS



ENTREPRENEURSHIP

PROJECT	DESCRIPTION
Saskatchewan's Next Top Entrepreneur*	Develop and execute a mini accelerator program for promising entrepreneurs, culminating in awarding Saskatchewan's Next Top Entrepreneur.
Entrepreneurship Program for Under-Represented Demographics*	Develop and execute a program for under-represented demographics focused on growing the skills, ideas and businesses of entrepreneurs in Saskatchewan.
Revitalized Ask an Expert Program	Expand the Ask an Expert program connecting local experts with entrepreneurs to provide guidance in the areas of finance, business planning, strategy, legal, marketing and realty.
Entrepreneur in Residence*	Build and deliver an Entrepreneur in Residence program connecting an in-house entrepreneur with hands-on business building and succession planning experience with entrepreneurs.
Saskatchewan Entrepreneurship Advisory Committee*	Build an advisory committee of entrepreneurship stakeholders to help guide the SK Startup Institute program.
Go Money	Execute a province-wide pitch competition that provides grants to promising small business owners to accelerate their growth plans.
Ignite Your Ideas	Execute a speed networking event connecting Saskatchewan entrepreneurs with business experts to gain advice and business guidance.
Spark	Execute a speed networking event connecting Indigenous entrepreneurs with Saskatchewan business experts to gain advice and business guidance.
Entrepreneurship Partnership Plan*	Develop a relationship strategy with key entrepreneurship support organizations across the province (e.g., Community Futures, Futurepreneur, local Chambers of Commerce, etc.).
Presentation to Government of Saskatchewan*	Actively promote SK Startup Institute's programs and services through presentations to Government of Saskatchewan representatives.
Saskatchewan Entrepreneurship Report*	Create and release a report measuring the number of entrepreneurs and small businesses in Saskatchewan.

■ Top priorities in no particular order

* New project for 2023



INDIGENOUS BUSINESS OPPORTUNITIES

PROJECT	DESCRIPTION
SOAR	Execute an Indigenous entrepreneurship competition that awards cash prizes to Indigenous-owned businesses ready to grow.
Nation Building*	Convene Indigenous communities in the Saskatoon Region for Economic Development Governance Training related to establishing an Indigenous economic development corporation.
Business Opportunity Connections*	Connect Indigenous and non-Indigenous organizations to explore business opportunities (e.g., critical minerals companies).
Procurement Policies	Continue to work with the City of Martensville and the RM of Corman Park to include an Indigenous procurement policy in their tendering processes.
Project Shine*	Advance Project Shine by encouraging Indigenous organizations to participate in solar energy projects in the Saskatoon Region.
Indigenous Partnership Plan*	Develop a relationship strategy with key stakeholders (e.g., City of Saskatoon, SMEDCO, STC, SIEDN, etc.)
Sector Leadership*	Provide leadership in the business community in key sectors (technology, agriculture, infrastructure development, mining, etc.) promoting the participation of Indigenous organizations in business and supply chain opportunities.
SREDA SIIT Scholarship*	Coordinate awarding the SREDA SIIT Scholarship to Indigenous students leveling up their trades skills.

■ Top priorities in no particular order

* New project for 2023



BUSINESS ATTRACTION

PROJECT	DESCRIPTION
HARVEST	Attract international ag-tech companies to the Saskatoon Region by supporting companies in their travel to the Saskatoon Region to connect with the local agriculture industry.
EXPLORE	Attract international mining tech companies to the Saskatoon Region by supporting companies in their travel to the Saskatoon Region to connect with the local mining industry.
Connection Program*	Facilitate partnerships between local organizations with national or international organizations that create employment and growth opportunities.
International Offices Partnership*	Build a partnership plan with the Managing Directors of the six Saskatchewan International Offices to better coordinate business attraction efforts.
International Business Attraction Missions	Utilize CanExport funding to partake in international business attraction missions to the USA, UK and Invest Canada Roadshow(s) to generate leads and develop a pipeline of qualified international businesses interested in expanding to the Saskatoon Region.
Business Expansion Incentive Marketing Campaign	Develop and execute a marketing campaign creating awareness of the City of Saskatoon's Business Development Incentive Policy to increase the number of applicants.
VOYAGE	Partnering with GAAP to attract international agri-food tech companies to the Saskatoon Region by supporting companies in their travel to the Saskatoon Region to connect with the Saskatchewan agriculture industry.
Go Global*	Develop and execute a program providing opportunities for local entrepreneurs to upscale their business through participation in conferences, trade shows, education, etc.
TED Partnership*	Build a partnership plan with the Ministry of Trade and Export Development (TED) to better coordinate Saskatchewan business attraction efforts.
EDR Partnership*	Build a partnership plan with Economic Development Regina to collaborate on business attraction programs and leads.
Promotional Video*	Utilize CanExport funding to create a video series promoting Saskatoon as "The World's Smallest Global City" creating international awareness of the strength of Saskatoon's key sectors.

Top priorities in no particular order

* New project for 2023



ECONOMIC INTELLIGENCE

PROJECT	DESCRIPTION
Roundtable Reports*	Develop reports on emerging sector growth opportunities by facilitating industry roundtables with local businesses and interested stakeholders.
Economic Dashboard	Develop and release a quarterly overview of Saskatoon's economy.
Sector Snapshot	Develop and release an analysis of the top sector news and developments.
Beyond GDP*	Develop and release a report with recommendation to City Council or other metrics that can be used to measure the growth of Saskatoon in addition to the traditional GDP indicator.
Saskatoon Economic Think Tank*	Build an advisory committee of key stakeholders and facilitate discussion around key economic drivers and issues.
NewsFlash	Compile the top economic stories and send the SREDA NewsFlash every weekday morning.
Diversification Report	Develop and release an annual report measuring the diversity of the local economy.
Economic Impact Studies	Develop economic impact studies for local businesses/organizations as a fee for service.
Business Incentives Report*	Develop a report on the impact of the number of jobs created through the City of Saskatoon's Business Incentive Policy.
Economic Forecast Presentation to Council(s)*	Present an annual economic forecast to Council(s).
SREDA Forum and Events	Execute the SREDA Forum and other events to increase SREDA's profile and the strength of the local economy.

■ Top priorities in no particular order

* New project for 2023



SREDA TEAM

TEAM MEMBERS



Alex Fallon
President and CEO



Erin Lawson
Chief Marketing Officer



Milton Tootosis
Chief Economic Reconciliation Officer



Brad Bly
Director, Business Attraction and Investment



Terra Penner
Director, Operations and Corporate Planning



Ruth Carr
Financial Controller



Kristen Johannesson
Manager, Indigenous Business Opportunities and Regional Liaison



Tyler Nguyen
Manager, Economic Intelligence



Stephane O'Reilly
Manager, Programs and Partnerships (SK Startup Institute)



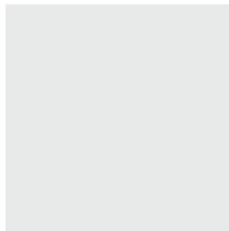
Ashley Dean
Manager, Client Services (SK Startup Institute)



Lennard Egle
Specialist, Entrepreneurship (SK Startup Institute)



Adrea Propp
Specialist, Entrepreneurship (SK Startup Institute)



Gail Eagle
Specialist, Administration

Vacancies:

- Director, Entrepreneurship
- Specialist, Marketing
- Specialist, Research

BOARD OF DIRECTORS



Cam Broten
Board Chair
Associated
Radiologists



Nevine Booth
Past Chair
Federated
Co-operatives Ltd.



Steve Danners
Indigenous Chair
Clarence Campeau
Development Fund



Ryan Lejbak
Governance Chair
zu



Byron Mack
Finance Chair
MNP



Gary Philipchuk
Regional Chair
Mayor of Warman



Josh Walchuk
Business Incentives Chair
ICR Commercial
Real Estate



Bev Dubois
Ward 9 City
Councillor



Judy Harwood
Reeve, RM of Corman
Park



Darren Hill
Ward 1 City
Councillor



Zach Jeffries
Ward 10 City
Councillor



Omer Al-Katib
AGT Foods and
Ingredients Inc.



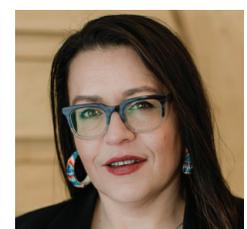
Kelly Bitternose
Peace Hills Trust



Scott Hodson
Independent



Mike Staines
PCL Construction



**Candace
Wasacase-Lafferty**
University of
Saskatchewan



2023 BUDGET

BUDGET

	REVENUE
City of Saskatoon (Base)	\$885,500
City of Saskatoon (Performance)	\$110,000
Federal Government (SK Startup Institute)	\$669,000
Membership	\$135,000
Regional Municipal Members	\$60,000
Event Sponsorship and Ticket Sales	\$75,000
Fee for Service	\$35,000
Federal Government Programs	\$75,000
Provincial Government Funding	\$10,000
TOTAL REVENUE	\$2,054,500
	EXPENSES
Salaries - Operations	\$262,500
Rent & Facilities	\$130,000
Operations	\$85,000
Administration	\$75,000
Marketing & Communications	\$85,000
Training & Professional Development	\$12,500
New Projects & Contingency	\$10,000
TOTAL OPERATING EXPENSES	\$660,000
Business Attraction	\$85,000
Indigenous Business Opportunities	\$75,000
Economic Intelligence	\$50,000
Entrepreneurship (SK Startup Institute)	\$90,000
Salaries - Programs	\$1,177,440
TOTAL PROGRAM EXPENSES	\$1,477,440
TOTAL EXPENSES	\$2,137,440

NET INCOME	-\$82,940
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For 2023 SREDA is strategically operating a small deficit budget to draw down on unrestricted reserves in a phased and prudent manner in line with our financial control policy.

BASE FUNDING



With the support of:
Prairies Economic
Development Canada



FOUNDING MEMBER



REGIONAL MEMBERS

Village of Clavet

Town of Aberdeen

RM of Blucher

RM of Corman Park

Town of Dalmeny

Town of Delisle

Town of Hepburn

Town of Langham

City of Martensville

Town of Rosthern

City of Warman

Whitecap Dakota First Nation



MEMBERS

ABC Canada Technology Group	Cushman & Wakefield	Orano Canada Inc.
Ace Manufacturing Inc.	Delta Bessborough	PCL Construction
Action Office Interiors	Dream Development	PFM Capital Inc.
Affinity Credit Union	Ens Motors Ltd.	PINTER & Associates
AGT Foods Inc.	Enviroway	Prairieland Park
Alliance Energy Ltd.	ERCO Worldwide	Quorex Construction Ltd.
Apex Performance Consultants	Federated Co-operatives Ltd.	Saskatchewan Egg Producers
Assante Capital Management	Fortress Properties Inc.	Saskatchewan Food Industry Development Corp.
Bioriginal Food & Science Corp.	Ghost Transportation Services	Saskatchewan Polytechnic
Brunsdon Junor Johnson Appraisals Ltd.	Graham Construction & Engineering	Saskatchewan Research Council
Buckberger Baerg & Partners LLP	Grant Halford	Sask Trade & Export Partnership (STEP)
Burgess Law	Great Western Brewing Co. Ltd.	Saskatoon & Region Home Builders
Business Cents Technology	Greater Saskatoon Chamber of Commerce.	Saskatoon Inn Hotel & Conference Centre
Business Development Bank of Canada (BDC)	Greater Saskatoon Chamber of Commerce.	Saskatoon Metal Manufacturing
Business Furnishings (Sask.) Ltd.	Hamm Construction Ltd.	Saskatoon Transportation Link
Cameco Corporation	Humboldt Electric Ltd.	Saskatchewan Realtors Association
Canadian Light Source	ICR Commercial Real Estate	SaskTel
Canadian Western Bank	Impact Marketing Services Ltd.	Shakespeare on the Saskatchewan
Canpotex Limited	Innovation Place	Shercom Industries Inc.
Canwest Commercial & Land Corp.	International Minerals Innovation Inst.	Saskatoon Airport Authority
Cherry Insurance Ltd.	JNE Welding	Star Egg Company Ltd.
CIMA+ Canada Inc.	Legacy Homes Ltd.	STC Industrial Contracting
Clarence Campeau Development Fund (CCDF)	Loraas Disposal North Ltd.	TD Commercial Banking
Colliers International	McDougall Gauley LLP	Territorial
Community Electric Ltd.	McKercher LLP	University of Saskatchewan
Concept 3 Business Interiors Ltd.	Meewasin Valley Authority	Vaccine & Infectious Disease Organization
Concorde Group	Miller Thomson LLP	Virtus Group LLP
Conexus Credit Union	MNP LLP	Wallace Insights
Continental Mine & Industrial Supply	National Bank of Canada	Westbridge Capital
Crestline Coach	North Ridge Development Corp	Westcap Mgt
Cuelenaere Kendall Katzman & Watson	Northern Resource Trucking Ltd. Partnersh	Wiegers Financial & Benefits
Culligan Water Conditioning	Nutrien	ZU
	Opportunity Knocks Consulting	



