



2023-2024

Report to the City of Saskatoon

2023 Performance Results | 2024 Operations Plan



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2023

**Performance
Results**



2023 Key Performance Indicators

NO.	KPI	%	STATUS
Entrepreneurship			
1.1	Assist at least 80 Saskatchewan entrepreneurs in establishing a new business.	10%	10%
83 clients established a new business with support from SREDA's entrepreneurship program, SK Startup Institute.			
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%	10%
1,667 entrepreneurs served through partnership efforts.			
1.3	Implement an entrepreneurship program geared at under-represented demographics that assists at least 5 promising entrepreneurs in establishing a business.	5%	5%
Hosted two Newcomer Entrepreneurship Workshops on Nov. 16 and Dec. 7 assisting 7 entrepreneurs in establishing a new business.			
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%	10%
Connected Starbucks with MLCN resulting in an urban reserve location and 26 new jobs, and hosted two Indigenous Capacity Building Workshops on Sept. 21 and Dec. 19.			
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%	10%
Worked with Ag in Motion and StartupTNT to increase Indigenous participation in their events, hosted Procurement Luncheon on Jan. 25, and executed 25 stakeholder presentations on TRC Call to Action #92.			
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%	5%
The SOAR Pitch Finale took place on April 13 awarding cash prizes to 5 Indigenous entrepreneurs.			
Business Attraction			
3.1	Facilitate at least 2 business attraction investments to the Saskatoon Region.	10%	5%
Successfully attracted SoilWater, a UK-based ag-tech company, to Saskatoon (office in Regus).			
3.2	Initiate at least 2 partnerships between Saskatoon Region organizations with national or international organizations that create employment and growth opportunities.	10%	5%
Facilitated partnership between Environmental Material Science (Saskatoon) and FarmLab (Australia).			
3.3	Support at least 25 new jobs in the Saskatoon Region utilizing the City of Saskatoon Business Development Incentive policy.	5%	5%
BDI applications approved for Great West Brewing (10 FTEs) and Three Farmers (30 FTEs).			

(2023 Key Performance Indicators continued)

Economic Intelligence			
4.1	Facilitate 2 industry roundtables that assist local businesses to consider growth opportunities in emerging sectors.	10%	10%
Hosted Entrepreneurship Roundtable on Oct. 31 and Life Sciences Roundtable on Dec. 6.			
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%	10%
Tech Incentives Comparison Report (Sept), Regional Industrial Park Report (Oct), Economic Diversification Report (Nov) and State of Entrepreneurship in SK Report (Nov).			
4.3	Provide at least 2 economic impact studies to Saskatchewan organizations that support funding applications or sector growth initiatives.	5%	5%
Completed studies for TCU Place and Remai Modern.			
12	TOTAL	100%	90%

2023 HIGHLIGHTS



13

Qualified international companies exploring expansion to Saskatoon



1,667

Entrepreneurs assisted through SK Startup Institute



4

International investment missions to the UK, Germany and USA.



\$30K

Awarded to Indigenous entrepreneurs





2024 Operations Plan



Introduction

In the dynamic landscape of challenges and opportunities within the Saskatoon Region, SREDA has developed its 2024 Operations Plan with a centralized goal of creating impact rooted in intention. This plan serves as our blueprint to guide our work towards building a local economy where all people thrive.

SREDA is committed to its role as stewards of progress, and recognize that success in these five targeted priority areas is an outcome of planning, strategic foresight, and a dedication to our mission. The initiatives outlined in the following pages aim to align our resources, maximize our potential, and deliver results that will position the Saskatoon Region as a leader in globally competitive markets. By adopting a collaborative and proactive approach, SREDA seeks to respond to the needs of our business community and act as a catalyst for opportunities to flourish.

We believe in a path that is deliberate in its purpose, confident in our method, and strategic in our execution – a path that will not only lead the organization to new levels of success, but will also drive purposeful growth in a resilient and vibrant Saskatoon Region economy.

Land Acknowledgment

As part of our ongoing commitment to truth and reconciliation, we acknowledge that SREDA is located on Treaty 6 Territory and the Homeland of the Métis nation. We recognize and pay our respects to this land and the people who have stewarded these lands since time immemorial. By forging positive, meaningful relationships with Indigenous peoples and communities, we reaffirm our dedication to an economy where all people thrive.





Vision

**A globally
competitive
Saskatoon Region
economy where
all residents
thrive.**



Strategic Direction

Purpose

To advance the Saskatoon Region economy by driving purposeful business growth.

Values

We are intentional

We confidently know our role in our community and work to do it with purpose.

We believe in collaboration

We work synergistically with others to accomplish big things.

We are committed to reconciliation

We work in respectful, authentic ways and are committed to living TRC Call to Action #92 on Treaty 6 Territory and the Homeland of the Métis.

We strive to be epiconic¹

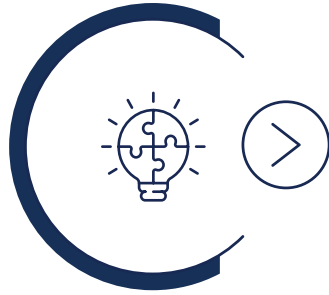
We create impact by committing to excellence and boldly delivering results.

Epiconic adjective [ep-i-kon-ik]

Extending beyond the ordinary to create distinctive brilliance. // an epiconic event.

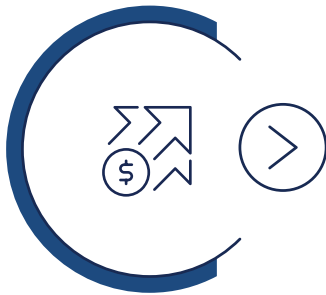


Strategic Priorities



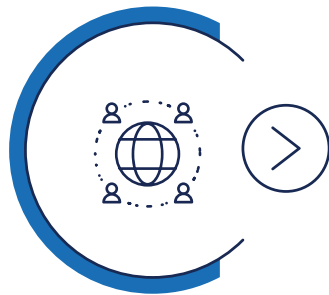
Entrepreneurship Advancement

Maximizing the services of SK Startup Institute enriches our economy's diversity and provides a robust foundation for future business growth.



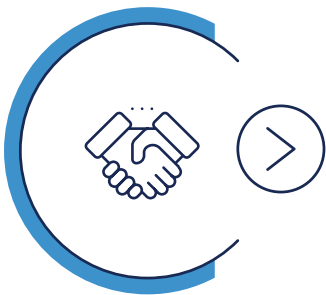
Local Economic Growth

The vitality of our economy hinges on the growth of local businesses. We are committed to assisting these businesses, navigating challenges and seizing opportunities along their journey.



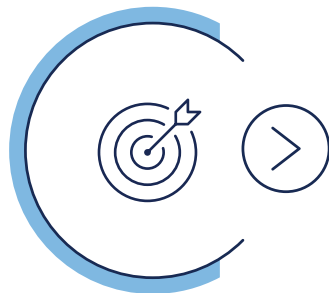
Investment Attraction

Promoting the competitive edge of our economy and SREDA's services will make the Saskatoon Region a preferred destination for businesses to locate.



Stakeholder Relations

By engaging and collaborating with stakeholders, we will advance shared priorities to achieve economic success.



Operational Optimization

To achieve our objectives, we are realigning resources and operational structure to maximize economic growth, ROI, and advance TRC Call to Action #92 across priority areas.

Entrepreneurship Advancement

Objective

- Promote and optimize SK Startup Institute.

Key Performance Indicators

Assist 100 entrepreneurs in establishing a new business in Saskatchewan through SK Startup Institute service offerings.

Increase service levels of Indigenous entrepreneurs by 25% through collaborative partnerships with Indigenous organizations and heightened awareness of service offerings.

Initiatives

- Deliver the PrairiesCan contract services to Saskatchewan entrepreneurs with a focus on continuing to streamline service delivery.
- Refine and promote SK Startup Institute service offerings for Indigenous entrepreneurs.
- Foster strong partnerships with local entrepreneurship support organizations to share insights and explore collaboration opportunities.
- Develop and execute a SK Startup Institute marketing and communications plan and client aftercare system.
- Create and implement a systematic process to identify high-growth prospects to channel to SREDA.



Objective

- **Develop and coordinate pathways for qualified businesses to grow in the Saskatoon Region.**

Key Performance Indicators

Support the creation of 50 local jobs by promoting and administering the Business Development Tax Incentive Policy and assisting qualified local businesses in their growth.

Facilitate 8 Industry Roundtables aimed at identifying and responding to the challenges and opportunities within the respective sectors.

Produce and release 10 economic reports or insights to facilitate informed decision-making among key stakeholders and positively improve stakeholder sentiment.

Initiatives

- Build an internal resource system with key contacts, partners, government funding sources, ec dev opportunities, etc.
- Discover economic growth opportunities by convening Industry Roundtables.
- Foster business growth and sustainability by addressing the growth retention requirements of high-potential businesses through tailored support solutions.
- Administer the City of Saskatoon's Business Development Incentive and actively promote incentive offerings.
- Act as a connector between the Province, City, Region and Indigenous communities for qualified businesses looking to locate and/or grow in the Saskatoon Region.
- Advance economic reconciliation by fostering connections between Indigenous and non-Indigenous businesses, educating stakeholders on TRC Call to Action #92, and actively promoting increased Indigenous participation in the local economy.
- Gather and analyze data and conduct research to support local economic development initiatives.

Investment Attraction

Objective

- Generate leads to fulfill economic opportunities in the Saskatoon Region.

Key Performance Indicators

Attract 2 new qualified businesses to the Saskatoon Region.

Host 8 qualified international businesses interested in locating in the Saskatoon Region through targeted in-bound hosting programs and partnerships.

Host 3 qualified national businesses interested in locating in the Saskatoon Region through targeted in-bound hosting programs and partnerships.

Initiatives

- Execute a marketing and PR campaign showcasing the competitive advantages of the Saskatoon Region.
- Compile data and conduct research to enhance investment attraction efforts with a specific focus on industry competitiveness and attraction needs.
- Promote and facilitate local investment opportunities to Indigenous communities in Saskatchewan looking to make strategic investments.
- Support inbound hosting of qualified businesses including coordinating meetings, facilitating industry and site tour, and hosting welcome events.
- Partake in targeted outbound business attraction and investment missions to meet with qualified leads and promote the Saskatoon Region has a place for investment and talent.
- Gather strategic intelligence to support investment attraction efforts with a focus on engaging with qualified and prospective businesses.

Stakeholder Relations

Objectives

- ① Demonstrate, measure and promote the unique value of SREDA offerings.
- ② Work with stakeholders to identify and respond to challenges and opportunities.

Initiatives

- Develop and implement a membership offering and engagement strategy.
- Connect with Regional and Indigenous communities to collaboratively address economic development challenges and opportunities.
- Provide stakeholders with valuable insights and intelligence to enhance their decision making process.
- Actively engage with Government representatives, Indigenous leaders and the local business community to promote SREDA offerings and to identify potential funding and partnership opportunities.
- Maintain SREDA's position as the voice of the local economy through the SREDA NewsFlash and by releasing timely economic updates.

Operational Optimization

Objectives

- ① Align resources and operational structure to best optimize economic growth and ROI.
- ② Sustain and increase long-term funding to support organizational growth.

Initiatives

- Develop and execute a comprehensive marketing and communications strategy centered on showing SREDA's distinctive role and services.
- Create and execute a government relations strategy aimed at amplifying awareness and understanding of the organizations impactful initiatives.
- Identify and explore local, provincial and national funding opportunities to support SREDA programs and initiatives.
- Implement process for tracking and measuring activities and communicate successes to key stakeholders, members and Government representatives.
- Provide training opportunities to SREDA staff and Board on economic reconciliation and TRC Call to Action #92.



Key Performance Indicators

Entrepreneurship Advancement

Target Economic Impact: \$9.0M

KPI 1.1 | 15%

Assist 100 entrepreneurs in establishing a new business in Saskatchewan through SK Startup Institute service offerings.

KPI 1.2 | 10%

Increase service levels of Indigenous entrepreneurs by 25% through collaborative partnerships with Indigenous organizations and heightened awareness of service offerings.

Local Economic Growth

Target Economic Impact: \$4.5M

KPI 2.1 | 20%

Support the creation of 50 local jobs by promoting and administering the Business Development Tax Incentive Policy and assisting qualified local businesses in their growth.

KPI 2.2 | 10%

Facilitate 8 Industry Roundtables aimed at identifying and responding to the challenges and opportunities within the respective sectors.

KPI 2.3 | 10%

Produce and release 10 economic reports or insights to facilitate informed decision-making among key stakeholders and positively improve stakeholder sentiment.

Investment Attraction

Target Economic Impact: \$1.5M-\$36.7M

KPI 3.1 | 15%

Attract 2 new qualified businesses to the Saskatoon Region through investment attraction initiatives.

KPI 3.2 | 10%

Host 8 qualified international businesses interested in locating in the Saskatoon Region through targeted in-bound hosting programs and partnerships.

KPI 3.3 | 10%

Host 3 qualified national businesses interested in locating in the Saskatoon Region through targeted in-bound hosting programs and partnerships.



Board of Directors



Cam Broten
Board Chair
Associated
Radiologists



Omer Al-Katib
Vice Chair &
Governance Chair
AGT Foods and
Ingredients Inc.



Terry Bergan
Independent



Cynthia Block
Ward 6 Councillor



Nevine Booth
Federated
Co-operatives Ltd.



Wayne Brownlee
Independent



Steve Danners
Indigenous Chair
Clarence Campeau
Development Fund



Bev Dubois
Ward 9 City
Councillor



Brandon Harris
Peter Lucas Project
Management Inc.



Judy Harwood
Reeve, RM of Corman
Park



Dara Hrytzak
University of
Saskatchewan



Zach Jeffries
Ward 10 City
Councillor



Bob Kasian
MLT Aikins LLP



Ryan Lejbak
zu



Byron Mack
Finance Chair
MNP



Gary Philipchuk
Regional Chair
Mayor of Warman



Monique Simair
Maven Water &
Environment



Mike Staines
Business Incentives Chair
PCL Construction

Team Members



Erin Lawson
Chief Executive
Officer



Milton Tootoosis
Chief Economic
Reconciliation Officer



Brad Bly
Director, Economic
Development



Stephane O'Reilly
Director,
Entrepreneurship
(SK Startup Institute)



Sarah Wolensky
Director, Marketing &
Communications



**Kristen
Johannesson**
Director, Operations
& Board Liaison
(term)



Terra Penner
Director, Operations
& Board Liaison
(on maternity leave)



Ruth Carr
Financial Controller
(contract)



Tyler Nguyen
Manager, Economic
Intelligence



Ashley Dean
Manager, Business
Attraction & Growth



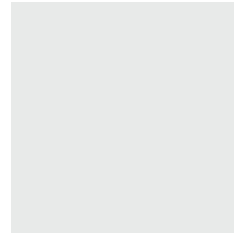
Jared Olson
Advisor,
Entrepreneurship
(SK Startup Institute)



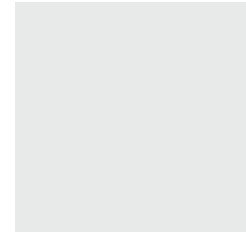
Lennard Egle
Advisor,
Entrepreneurship
(SK Startup Institute)



Kait Waugh
Advisor,
Entrepreneurship
(SK Startup Institute)



Bailey Link
Specialist, Marketing
and Communications



Elizabeth Oke
Executive Assistant



Budget

Revenue	
Funding:	
City of Saskatoon (base)	\$885,500
City of Saskatoon (performance)	\$112,500
Provincial Government	\$138,000
Federal Government	\$49,241
Prairies Economic Development Canada	\$669,960
Membership	\$200,000
Other revenue	\$75,000
Total Revenue	\$2,130,201

Expenses	
Personnel:	
Salaries	\$1,412,290
Contract services	\$100,000
Rent	\$147,824
Administration	\$120,000
Marketing and communications	\$150,000
Programs and initiatives:	
Investment attraction	\$265,000
Entrepreneurship (SK Startup Institute)	\$75,000
Business retention and expansion	\$25,000
Total Expenses	\$2,295,114

Net Income	-\$164,913
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In 2024, SREDA will manage a modest deficit budget, strategically tapping into unrestricted reserves gradually and judiciously, aligning with the organization's financial control policy.

