



**2024-2025**

**Report to the City of Saskatoon**

2024 Impact Report | 2025 Operations Plan



## 2024 Key Performance Indicators

NO.	KPI	%	STATUS
<b>Entrepreneurship Advancement</b>			
1.1	Assist 100 entrepreneurs in establishing a new business in Saskatchewan through SK Startup Institute service offerings.	15%	15%
105 new businesses established; 1,669 entrepreneurs assisted.			
1.2	Increase service levels of Indigenous entrepreneurs by 25% through collaborative partnerships with Indigenous organizations and heightened awareness of service offerings.	10%	10%
199 Indigenous entrepreneurs assisted.			
<b>Local Economic Growth</b>			
2.1	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.	20%	20%
Drake Meats BDI application approved, creating 123 new jobs in year 1 and 205 total by year 5.			
2.2	Facilitate 8 Industry Roundtables aimed at identifying and responding to the challenges and opportunities within the respective sector.	10%	10%
9/8 complete - Advanced Manufacturing (March 26); Indigenous Procurement (June 17); Advanced Manufacturing Stakeholder Engagement Presentation (Aug 13); FDI Stakeholder Engagement Presentation (Sept 3); Business Incentives (Sept 11); Talent Attraction (Sept 17); Place Branding (Nov. 20); Advanced Manufacturing Sector Study Presentation (Dec. 3); FDI Strategy Report Presentation (Dec. 5).			
2.3	Produce and release 10 economic reports or insights to facilitate informed decision-making among key stakeholders and positively improve stakeholder sentiment.	10%	10%
10/10 complete - Q1 Labour Force Analysis; Q1 2024 Economic Update; Industry Competitiveness Report for Saskatchewan's Life Sciences Sector; 2024 Mid-Year Economic Outlook Report; Q2 Labour Force Analysis; Q2 2024 Economic Update; Q3 Labour Force Analysis; Q3 2024 Economic Update Report; Advanced Manufacturing Sector Study: Cluster, Competitiveness and Value Proposition; FDI Strategy Report.			
<b>Investment Attraction</b>			
3.1	Attract 2 new qualified businesses to the Saskatoon Region through investment attraction initiatives.	15%	-
9 advanced leads in pipeline - Agriforce / UN(THINK) Foods (BC), Axereal (France), BarMatin (Germany), Hung Thinh Group (Vietnam), ACI Industrial Organics (India), mPowered (Canada), The Good Pulse Co. (UK), Connected Farms (Australia), Bbi Biotech (Germany).			
3.2	Host 8 qualified international businesses interested in locating in the Saskatoon Region through targeted in-bound hosting programs and partnerships.	10%	10%
9/8 companies hosted - Axereal (France); Hung Thinh Group (HTG) (Vietnam); The Good Pulse Co. (UK); BioEnergy LT (Lithuania); BarMatin (Germany); Miruku (New Zealand); EatCurious (UK); SWAT Mining (Pakistan); Connected Farms (Australia).			
3.3	Host 3 qualified national businesses interested in locating in the Saskatoon Region through targeted in bound hosting programs and partnerships.	10%	10%
4/3 companies hosted - Plug and Play (Calgary); mPowered (Quebec); George Gordon Developments (Regina); Onion Lake Cree Nation (Lloydminster).			
8	<b>Total</b>	<b>100%</b>	<b>85%</b>



# Fuelling Economic Growth

OUR 2024 IMPACT





# Reconciliation Statement

As part of our ongoing commitment to truth and reconciliation, we acknowledge the opportunity and privilege to operate on Treaty 6 Territory and the Homeland of the Métis. The history, cultures, and contributions of First Nations and Métis peoples here have and will continue to positively impact the Saskatoon Region's economy. Through meaningful collaboration and action, we listen, learn, and actively promote a strong, sustainable economy—one that reflects the principles of shared prosperity, self-determination, and economic reconciliation.

We advance truth and reconciliation in our work through partnerships with Indigenous communities, businesses, and organizations. We are guided by the Truth and Reconciliation Commission of Canada's 94 Calls to Action, particularly Call to Action #92, fostering meaningful consultation, economic inclusion, and respectful relationships with Indigenous peoples. SREDA proudly supports Indigenous entrepreneurship, workforce inclusion, and equitable economic opportunities.

# Table of Contents

Reconciliation Statement	2
Letter from SREDA CEO	3
Letter from SREDA Board Chair	4
The Saskatoon Region	6
Major Developments and Initiatives	8
Who We Are	10
Funding	11
Board of Directors & Staff	12
Our Strategic Priorities	14
Our Impact	16
What's Next?	22
Thank You	26

# Letter from SREDA CEO

On behalf of the entire SREDA team, I'm pleased to present our first official annual impact report.

2024 was a momentous year for SREDA and the Saskatoon Region. Our work supported more than a dozen international companies travel to experience the Region and make meaningful connections with prospective partners. Local businesses also made important contributions to a thriving economy, with hundreds of new jobs created and approximately \$45.6 million in investment.

While these quantifiable economic impacts are certainly worth celebrating, their ripple effects are just as important. A thriving business environment not only creates job opportunities, it also enhances quality of life. The Saskatoon Region is among Canada's fastest-growing communities for a reason.

SREDA exists to drive purposeful business growth, setting Saskatoon and surrounding communities up for continued, long-term success. This report offers a glimpse into the impact that our work, and the work of our partners, has had on the community and the economy. Last year alone, this work generated an economic impact of \$30 million. The innovations born here in the Region have an impact far beyond our provincial borders; they're changing the way we feel, fuel, and think about the world.

There is more to come and more to do, but together we will continue to create a place where all people thrive.

**Erin Lawson**

Erin Lawson  
Chief Executive Office, SREDA





# Letter from SREDA Board Chair

On behalf of SREDA's Board of Directors, I endorse SREDA's 2024 Impact Report.

Through economic change and challenge, the Saskatoon Region continues to prove its strength and resilience. This report not only quantifies the impact SREDA and its partners have had on the economy, it's also a celebration of what that impact has meant to the community.

The investments that are being made in our Region have and will continue to translate into growth and success.

I applaud SREDA's sound, strategic decision making and extend my appreciation to the organization's many partners. We look forward to more growth and achievement in 2025.

**Omer Al-Katib**

Omer Al-Katib  
Board Chair, SREDA





# The Saskatoon Region

The Saskatoon Region is Saskatchewan's economic powerhouse and a national leader in growth, investment, and opportunity. Our partner network includes 12 cities, towns, municipalities, and First Nations, each with its own strengths and impact.

As a Region, we pride ourselves on delivering global impact with a distinctly closeknit community feel. Our network is small but mighty: while we represent approximately 29.4% of Saskatchewan's total population, in 2024 we were responsible for 33% of its total GDP.

We continue to build on our reputation as an attractive hub for trade, innovation, and industry. Our appeal to businesses, workers, and investors alike is clear: our workforce is skilled and growing, employment is on the rise, and we lead the province in construction activity. All roads point to the Saskatoon Region as an ideal place to live and do business.

**\$25.9  
billion**

Estimated 2024  
GDP contributions

**31.5%**

Saskatchewan  
exports from the  
Saskatoon Region

**25.7%**

Companies  
that choose the  
Saskatoon Region  
for Saskatchewan  
operations



**65.6%**

Residential  
construction  
investments

**55.4%**

Commercial  
construction  
investments

**75.8%**

Industrial  
construction  
investments

**34.7%**

Saskatchewan's  
labour force  
located in the  
Saskatoon Region

**71.6%**

Saskatoon Region  
labour force  
participation rate

+4.8% provincial rate

**4.9%**

Saskatoon Region  
employment  
growth rate

+3.2% provincial rate

**61%**

Housing starts

**36.8**

Median age

**\$108,640**

Median household  
income

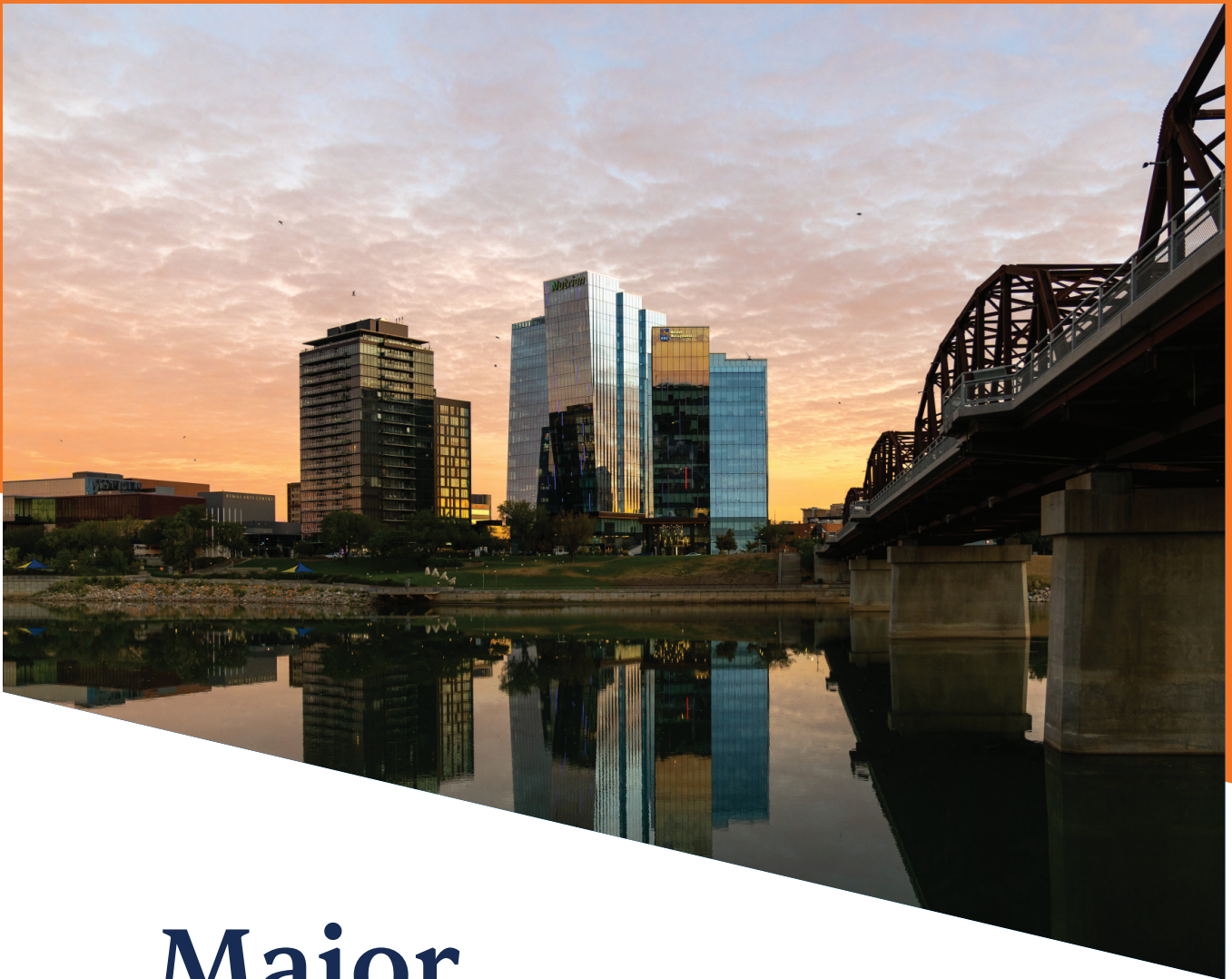
+7.1% provincial average



**It's clear that economic development in Rosthern and the Saskatoon Region brings regional benefits and capacity. What's good for our neighbours is good for our town, and vice versa. Our partnership with SREDA supports and informs economic growth in Rosthern as it does in the greater Region. Their expertise, resources, and regional approach help ensure that communities like ours have the tools and support needed to thrive.**

Dennis Helmuth

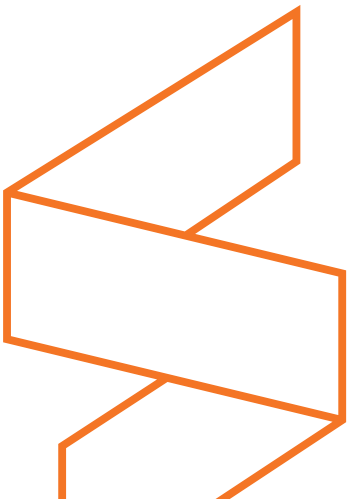
Mayor, Town of Rosthern



# Major Developments and Initiatives

**The Saskatoon Region saw tremendous growth and investment in 2024.**

From multi-year major projects to interdisciplinary collaborations, each development has unique and significant economic impact, regionally and beyond. SREDA is a proud partner and supporter of these and other initiatives that fuel economic growth and firmly establish the Region's reputation as a place of opportunity, inclusion, and innovation.





## Saskatoon Public Library (SPL)

\$134M Saskatoon Central Library in the city's downtown



## Drake Meat Processors Inc.

\$45.6M processing facility



## Great Western Brewery

\$40.5M facility expansion



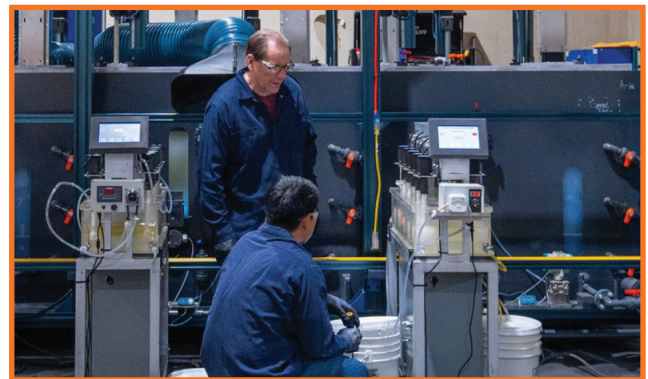
## Saskatchewan Polytechnic

\$500M centralized Joseph A. Remail Saskatoon Campus at Innovation Place



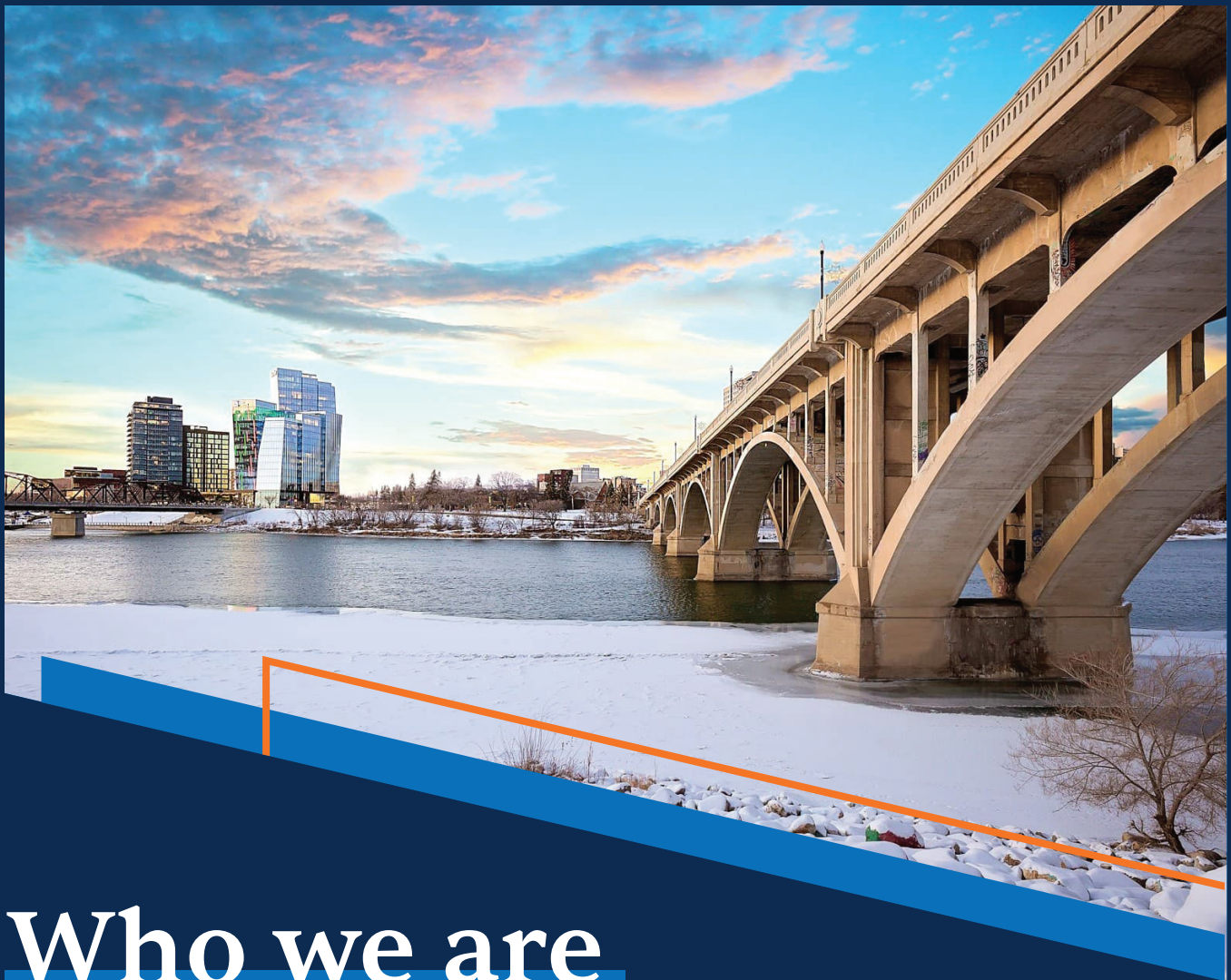
## Vaccine and Infectious Disease Organization (VIDO)

\$100M Canada's Centre for Pandemic Research



## Saskatchewan Research Council (SRC)

\$101M in investment for the construction and expansion of the SRC Rare Earth Processing Facility



# Who we are

## **Supporting the people, potential, and prosperity of the Saskatoon Region.**

As the economic development group for the Saskatoon Region, we're here to ensure a diverse and dynamic local economy. We help businesses achieve strong, sustainable growth by providing pathways to success.

Our core values inform the Region's economic strategy and everything we do to fulfill it. By operating with purpose, respect, integrity, and in partnership with others, residents and businesses benefit from opportunities to grow and prosper.

## **Purpose**

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

## **Vision**

To be a globally competitive Saskatoon Region where all residents thrive.

## **Values**

- We are intentional
- We believe in collaboration
- We strive to be impactful
- We are committed to reconciliation

# Funding

SREDA is a non-profit organization and relies on several funding sources to deliver on our purpose and vision.

## Source

## 2024 vs 2023

City of Saskatoon

\$991,750

\$997,750

Provincial  
Government

\$138,576

\$86,424

Federal  
Government

\$719,440

\$694,303

SREDA Membership

\$203,285

\$216,516

Other

\$94,132

\$52,630

2024 Total

**\$2,147,183**

2023 Total

**\$2,047,623**

# Board of Directors



**Omer Al-Katib**  
Board Chair  
AGT Foods and  
Ingredients



**Mike Staines**  
Board Vice Chair  
PCL Construction



**Terry Bergan**  
Director  
Independent



**Cam Broten**  
Director  
Associated  
Radiologists LLP



**Wayne Brownlee**  
Director  
Independent



**Bev Dubois**  
Director  
Ward 9 Councillor



**Scott Ford**  
Director  
Ward 8 Councillor



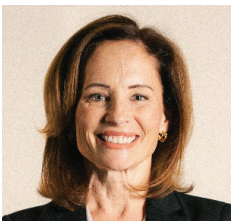
**David Greenwood**  
Director  
Councillor  
Division 4, RM of  
Corman Park



**Barrett Greeyes**  
Director  
Muskeg Lake Cree  
Nation Investment  
Management Corp



**Brandon Harris**  
Director  
Peter Lucas  
Project  
Management Inc.



**Alix Hayden**  
Director  
University of  
Saskatchewan



**Zach Jefferies**  
Director  
Ward 10  
Councillor



**Bob Kasian**  
Director  
MLT Aikins LLP



**Ryan Lejbak**  
Director  
zu



**Byron Mack**  
Director  
MNP



**Gary Philipchuk**  
Director  
Mayor of Warman



**Monique Simair**  
Director  
Integrated  
Sustainability

# Staff



**Erin Lawson**  
Chief Executive  
Officer



**Milton Tootoosis**  
Chief Economic  
Reconciliation  
Officer



**Brad Bly**  
Director,  
Economic  
Development



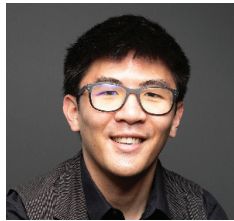
**Stephane  
O'Reilly**  
Director,  
Entrepreneurship



**Sarah Wolensky**  
Director,  
Marketing &  
Communications



**Terra Penner**  
Director,  
Operations &  
Board Liaison



**Tyler Nguyen**  
Manager,  
Economic  
Intelligence



**Ashley Carter**  
Manager, Business  
Attraction &  
Growth



**Bailey Link**  
Specialist,  
Marketing &  
Communications



**Adam Schick**  
Specialist,  
Economic  
Intelligence



**Unanath Reggie  
Ramlochan**  
Advisor,  
Entrepreneurship  
(SK Startup Institute)



**Zoya Mitchell**  
Advisor,  
Entrepreneurship  
(SK Startup Institute)



**Sandrew Martins**  
Advisor,  
Entrepreneurship  
(SK Startup Institute)



**Elizabeth Oke**  
Executive  
Assistant



# Our Strategic Priorities

Economic growth and prosperity come from strategic action and collaboration. Five priorities framed our programs and initiatives in 2024.



# 1

## Supporting local economic growth

A strong economy is made possible through the success of local businesses. Business growth enhances the job market, increases prosperity, and improves quality of life.

# 2

## Attracting investment

Investment creates opportunity. Generating new investments supports innovation, infrastructure development, and long-term economic sustainability.

# 3

## Advancing entrepreneurship

Entrepreneurs are the backbone of a resilient economy. A strong entrepreneurial ecosystem is essential for a diverse economy, creating jobs and driving life-changing innovations.

# 4

## Building relationships

When we work together, we win together. Setting a shared vision for economic development and prosperity helps pursue big ideas with big impact.

# 5

## Optimizing operations

We approach our own operations with the same intentionality as we do the businesses we support. Optimization is about focus, value, efficiency, and equity.





# Our Impact

As a Region, we achieve impact through intention. Careful planning, strategic partnerships, and personalized support and programming helps us promote healthy businesses, healthy communities, and a healthy economy.

# \$30M

Total economic impact  
across all activities

Along with leading the province in growth in 2024, the Saskatoon Region also solidified its position as a top performer across Canada in several dimensions:



## Population

Of Canada's 42 major census metropolitan areas (CMAs), the Saskatoon Region ranked **7th for 1-year growth (4.2%)** and **8th for 5-year growth (12.1%)**.



## Employment

Across Canada's top 15 CMAs, the Saskatoon Region ranked **3rd for 1-year growth (4.5%)** and **1st for 5-year growth (23.3%)**.



## Unemployment

At only **5.3%**, the Saskatoon Region has the **nation's 5th lowest unemployment rate**.



## Labour force participation

With **71.3%** participation, the Saskatoon Region has the **highest active labour force in Canada**.

# 1 Supporting local economic growth

We maintained our commitment to creating pathways for businesses to achieve success. Ensuring our business community stays competitive in an evolving market isn't just a matter of profitability—it's about quality of life and economic vitality.

## In 2024 we:

- Promoted and administered the City of Saskatoon's Business Development Incentive (BDI), supporting the creation of 205 new jobs and \$45.6M in investment within the years.
- Developed and launched marketing materials and a campaign celebrating the Saskatoon Region's opportunities and strengths.
- Travelled to Winnipeg, Calgary, and Edmonton to connect with new graduates and other skilled professionals seeking employment.
- Published 10 economic reports or insights to facilitate informed, data-driven decision making. These publications range from Labour Force Analyses and Economic Outlook Reports to sector-specific studies.
- Roundtable outcomes - Facilitated nine roundtable discussions.



**It has been a great experience working with the SREDA team to facilitate our new \$45.6M processing plant in Saskatoon. We appreciate SREDA's commitment to growing the Region's business community through the Business Development Incentive and other initiatives. It's an honour to be part of this growth.**

**Kelly Ediger**

CEO/Owner, Drake Meats

## 2 Attracting investment

Investment attraction is essential to expand our economic impact. The competitive advantages of living and doing business in the Saskatoon Region—from a skilled, active workforce to strategic location and our business-friendly environment—drive home our reputation as a top choice for businesses looking to expand or relocate to or within Canada.



### In 2024 we:

- Built connections between 13 international companies and local prospective partners to facilitate potential investment opportunities during exploratory travel to the Saskatoon Region.
- Participated in five international trade and investment missions, connecting with over 80 companies and promoting the Saskatoon Region's strengths and potential to foreign investors.
- Actively supported advanced leads from countries including Australia, Germany, the United Kingdom and Vietnam through the provision of nine comprehensive tailored data packages reinforcing location value propositions.
- Hosted First Nation economic development organizations, showcasing opportunities in the Saskatoon Region and encouraging connections that support economic growth, Indigenous participation, and Regional investment.

“

**SREDA's collaborative approach and practical insights into the regional economy have been invaluable in helping us cultivate local and global investment opportunities in the Saskatoon Region. Their commitment to exchanging information and fostering ongoing economic development partnerships helps us unlock our full growth potential.**

**Rebecca Row**

Executive Director, Saskatoon North Partnership for Growth (P4G)

# 3 Advancing entrepreneurship

SK Startup Institute is SREDA's provincial entrepreneurship initiative. Our provincial programming connects aspiring and established entrepreneurs to the resources, mentorship, and support they need to thrive. Meeting business owners where they're at, particularly at the early stages of their journey, remained a priority for us in 2024. These early investments support long-term, sustainable growth for the Saskatoon Region and beyond.

## In 2024 we:

- Supported 1,669 Saskatchewan entrepreneurs through SK Startup Institute programming, including 199 Indigenous entrepreneurs.
- Awarded \$30K in cash prizes to local Indigenous entrepreneurs through our SOAR Indigenous Entrepreneurship Competition.
- Facilitated the creation of 106 new businesses.



SREDA's support through the SOAR Indigenous Entrepreneurship Competition has been instrumental for us. From marketing and bookkeeping to business support, we've gained important insights through SREDA's Business Fundamentals program. The knowledge, metrics, and data from SREDA's educated team has only made our business more valuable.

**Richard Wuttunee**

Owner, RYP Mechanical

# 4 Building relationships

Collaboration is the foundation of economic success. We work closely with businesses, government, and community partners to align our efforts and advance shared priorities. Strong stakeholder relationships mean more impactful initiatives with lasting benefits.



## In 2024 we:

- Welcomed 24 corporate leaders to participate in our TRC Call to Action #92 Leadership Program. Attendees toured Muskeg Lake Cree Nation Urban Reserve and One Arrow Cree Nation Reserve, guided by our Chief Economic Reconciliation Officer, Milton Tootoosis.
- Hosted an Economic Outlook Luncheon in June and two Economic Update breakfasts in May and October, offering attendees timely and important economic updates.
- Welcomed more than 200 attendees to our 2024 SOAR Indigenous Entrepreneurship Pitch Finale. This event continues to be a standout opportunity for networking and relationship building.
- Solidified our partnerships with the Ministry of Trade and Export Development (TED) and Economic Development Regina (EDR), working cooperatively to support our Region's growth while building our provincial economy.



**We've entered a new era of collaboration and cooperation between Economic Development Regina and SREDA. We understand that our potential to grow our cities is not through competition, but through shared programs, opportunities, and support. In today's hyper-competitive market for investment, growth, and talent, our agencies working together give our respective cities more opportunities and advantages than if we were operating alone.**

**Chris Lane**

CEO, Economic Development Regina



# 5 Optimizing operations

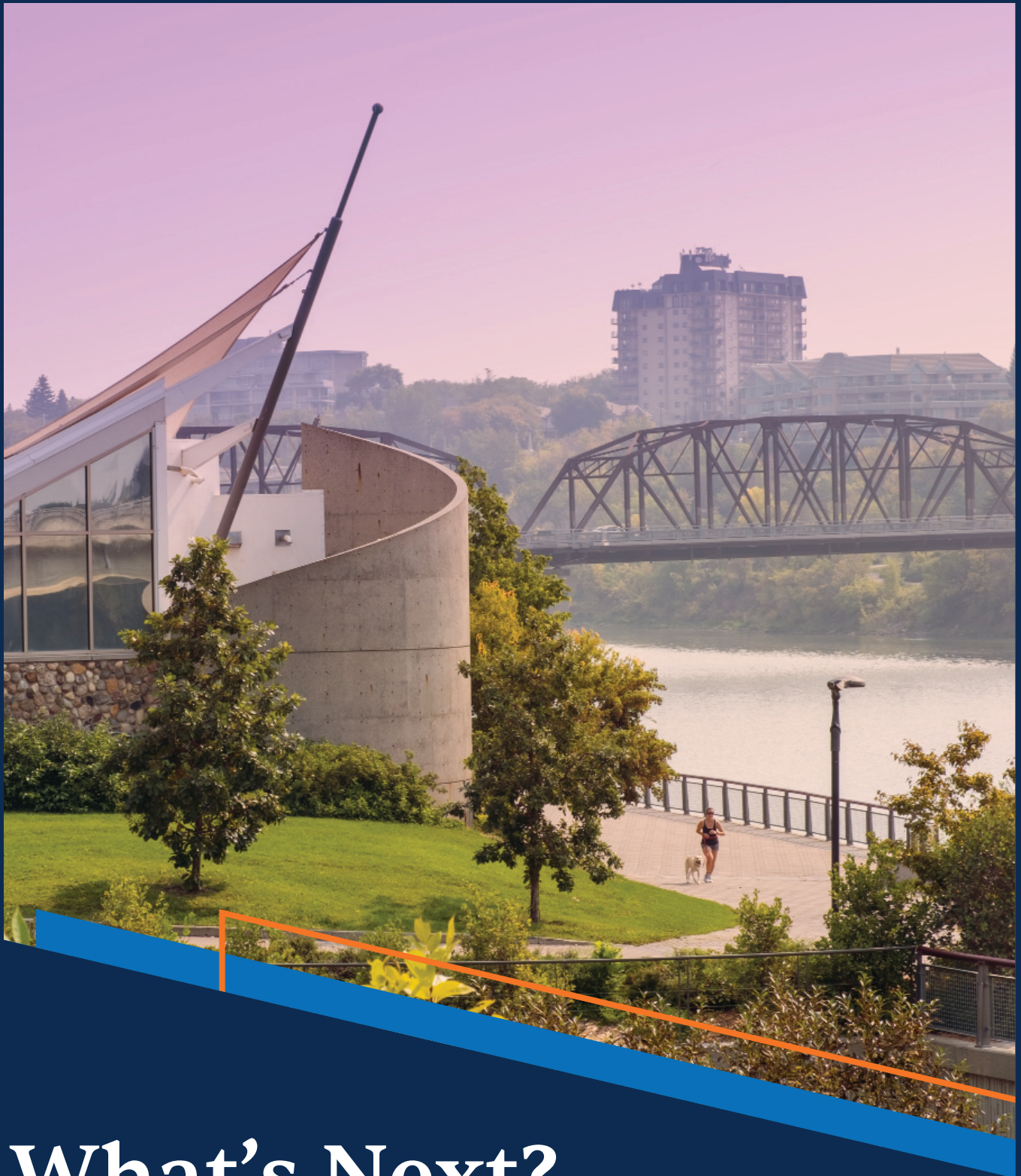
Efficiency and strategic focus drive economic impact. By optimizing our operations, we ensure that resources are directed where they create the most value—supporting business growth, attracting investment, and fostering economic reconciliation.



## In 2024 we:

- Increased our sponsorship revenue by 42%, securing an additional \$42,000 for 2025 to support program growth and fiscal management
- Revitalized our membership process. Our new membership offer now includes exclusive benefits (e.g., Economic Update breakfasts, TRC Call to Action #92 training) while fostering engagement, collaboration, and economic advocacy. In 2024, our membership network spanned 99 partners and generated \$200,000 in revenue.
- Integrated HubSpot's inbound marketing, sales, and customer service platform to improve our data-driven decision making and streamline the way we measure key performance indicators (KPIs) and return on investment (ROI).
- Worked closely with creative partners to invest in SREDA's verbal and visual brand. This included website redevelopment, key messaging, and various marketing and sales materials. Strengthening the SREDA brand supports the work of our partners, building relationships and reputation.





# What's Next?

In 2024, SREDA and the Saskatoon Region experienced significant and promising success. As we look ahead to 2025 and beyond, we are excited to explore: What's next?





We know that the economic landscape is changing and will continue to change. Our role as the stewards of the Saskatoon Region's economic strategy is to make sure that we, alongside the people, businesses, and communities we support, are ready and able to meet these evolving needs.

## Today's reality, tomorrow's economy

- The Saskatoon census metropolitan area (CMA) had the **7th fastest growing population of 41 other major urban CMAs**. How must we adapt to continue to serve those who choose to call the Saskatoon Region home?
- Commodity prices for uranium, potash, and other **key exports have fallen from their peak in 2022 and 2023**. With Saskatchewan leading the country in export diversification, how can we maintain this position faced with geopolitical and economic tensions?
- The Saskatoon Region experienced the **second highest growth in industrial construction investment in 2024**. As a top choice for business expansion, particularly among manufacturing and plant facilities, how will we navigate tariffs and increasing cost of goods to continue to deliver sufficient resources and infrastructure?



Bearing these and other questions in mind, we have set four goals to support our vision of a diverse, inclusive, and dynamic regional economy:



## Grow our labour force and build business capacity

### We will:

- Continue to deliver the City of Saskatoon's Business Development Incentive (BDI).
- Engage in outbound investment missions, meeting with leads and promoting the Saskatoon Region as a place for investment and talent opportunity.
- Gather, analyze, and publish data that supports local economic development activity and initiatives.
- Establish and engage industry councils including industry experts, government representatives, trade associations, developers, and other partners to support lead attraction.

## Meet business owners where they're at

### We will:

- Deliver SK Startup Institute services to Saskatchewan entrepreneurs.
- Optimize our client aftercare system to improve our offerings and enhance the client experience.
- Provide tailored support, including custom reports and data intelligence, to high-growth businesses looking to expand in the Saskatoon Region.
- Support inbound hosting initiatives through coordinating meetings, facilitating industry and site tours, and hosting welcome events.





## Create connections to people, business, and place

---

### We will:

- Partner with local entrepreneurship support organizations to share insights and explore collaborations.
- Host events that bring entrepreneurs together, including our SOAR Indigenous Entrepreneurship Competition.
- Connect the province, city, Region, and Indigenous communities to businesses ready to grow in the Saskatoon Region.
- Host engagement events, including a new signature event (The State of the Economy) to inform, educate, and engage stakeholders.
- Deliver a campaign profiling local leaders and showcasing the competitive advantages of the Saskatoon Region.

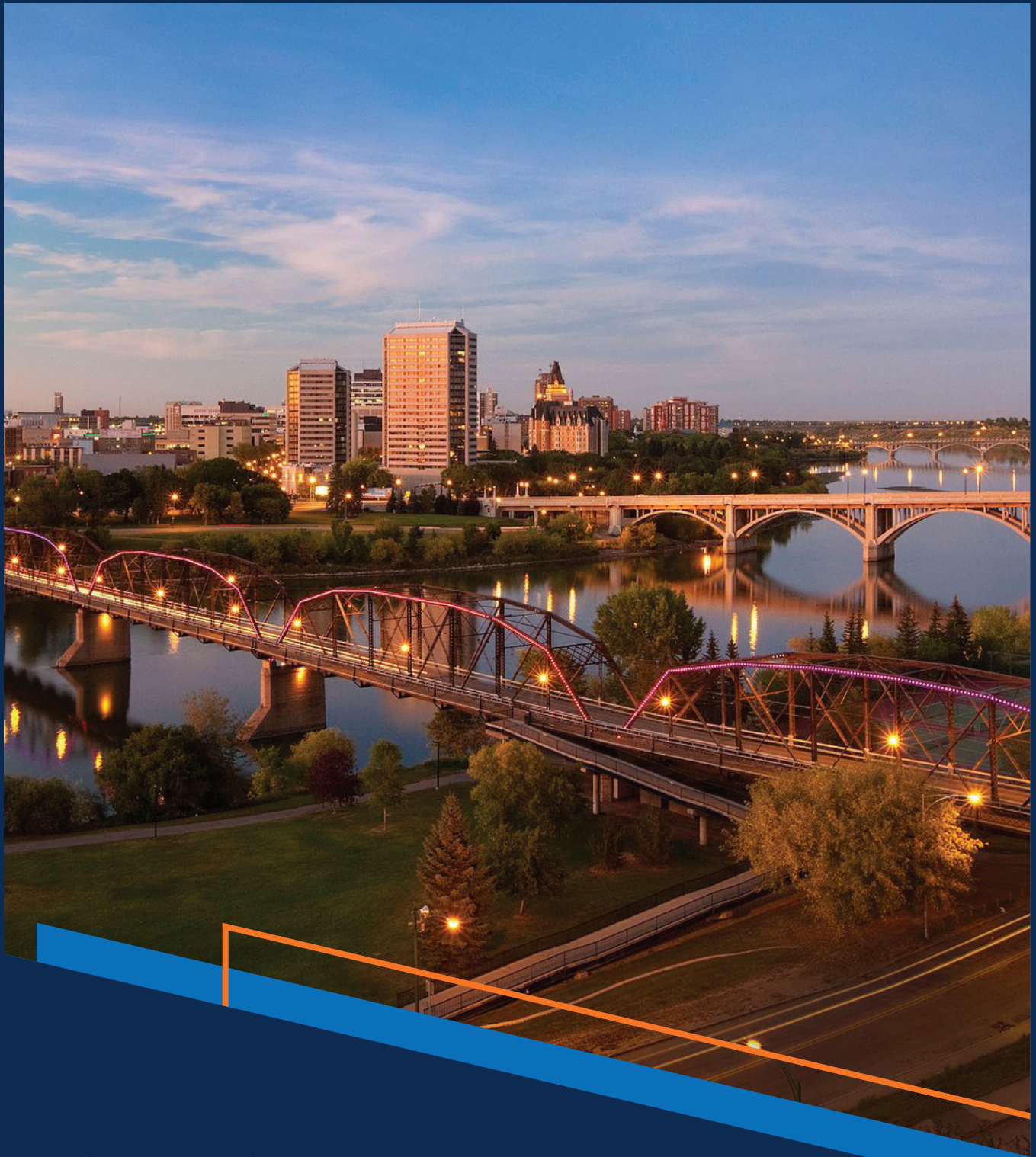
## Continue our journey to truth and reconciliation

---

### We will:

- Promote SK Startup Institute offerings to Indigenous entrepreneurs, with a focus on tailored workshops and programming.
- Advance economic reconciliation by connecting Indigenous and non-Indigenous businesses.
- Facilitate and amplify local investment opportunities for Indigenous communities looking to making strategic investments.
- Educate stakeholders on TRC Call to Action #92.





# Thank you

A heartfelt thank you to all of our partners and community members. Without you, the Saskatoon Region could not be what it is today, and would not be what it will be tomorrow.



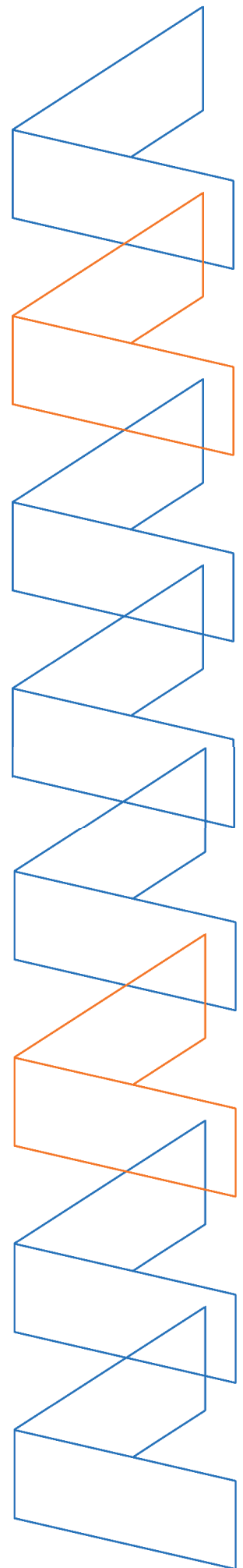
[www.sreda.com](http://www.sreda.com)



# 2025 Operations Plan

## Table of Contents

02	<b>Introduction</b>
03	<b>Strategic Direction</b> Vision, Purpose, Values, Primary Customers
05	<b>Strategic Priorities</b> Entrepreneurship Advancement Local Economic Growth Investment Attraction Stakeholder Relations Operational Optimization
11	<b>Key Performance Indicators</b>
12	<b>CEO Performance Metrics</b>
13	<b>SREDA Team</b> Board of Directors Team Members Organizational Chart
16	<b>Budget</b>



# Introduction

---

Building on the impactful work of 2024, our 2025 Operations Plan is designed to deepen our commitment to creating lasting, intentional impact. This plan provides a clear framework to guide our efforts as we strive to foster a local economy where all people thrive.

At SREDA, we remain steadfast in our role as stewards of progress, recognizing that success is achieved through careful planning, strategic foresight, and unwavering dedication to our goals. The priorities outlined in this plan reflect our focus on aligning resources, maximizing potential, and driving results that will further position the Saskatoon Region as a leader in globally competitive markets.

Our approach remains deliberate in purpose, confident in execution, and strategic in impact. Together, we will not only advance SREDA's success, but also propel the Saskatoon Region toward sustainable growth and prosperity in 2025 and beyond.

## 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 strive to be impactful

We prioritize actions, decisions, and initiatives that drive economic impact.

### 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.

## Primary Customers

### Potential & Existing Funders

“SREDA works with us to advance our shared priorities to achieve economic success”

### Qualified Local Businesses

“SREDA supports my business sustainability and growth in the Saskatoon Region.”

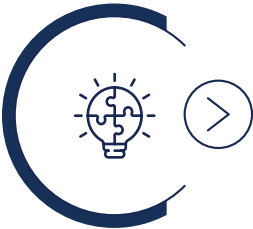
### Start-ups (operating <2 yrs)

“Launching my small business was made easy by SREDA/SK Startup Institute.”

### Qualified Non-Local Businesses

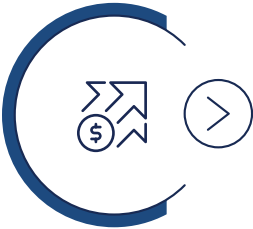
“SREDA made it easy to choose the Saskatoon Region as the next location for our business.”

# Strategic Priorities



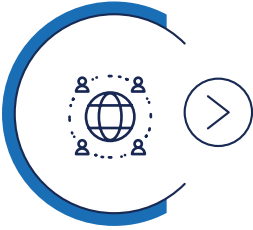
## Entrepreneurship Advancement

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.



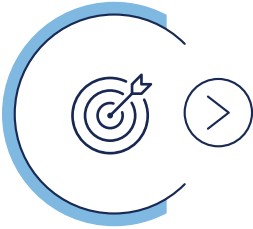
## Investment Attraction

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

Support the creation of 125 jobs by assisting 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.
- Promote SK Startup Institute service offerings to Indigenous entrepreneurs with a focus on tailored workshops and programming.
- Foster strong partnerships with local entrepreneurship support organizations to share insights and explore collaboration opportunities.
- Develop and implement a marketing and communications strategy for the SK Startup Institute aimed at promoting service offerings and highlighting entrepreneurship in Saskatchewan.
- Host entrepreneurship-focused events, including SOAR Indigenous Entrepreneurship Competition, designed to inspire, educate, and empower entrepreneurs.
- Optimize client aftercare system to improve offerings and support, streamline follow-up processes, and ensure client satisfaction and engagement.



# Local Economic Growth

---

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

## Key Performance Indicators

Support the creation of 25 jobs by promoting and administering the City of Saskatoon Business Development Incentive and assisting local businesses in their growth.

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

Lead 10 engagement events to increase stakeholder participation, identify collaboration opportunities and positively improve stakeholder sentiment.

## Initiatives

- Promote and administer the City of Saskatoon Business Development Incentive while evaluating its effectiveness and providing recommendations for improvements to the City.
- Provide tailored support to high-growth businesses looking to expand in the Saskatoon Region.
- Act as a connector between the Province, City, Region and Indigenous communities for businesses looking to 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.
- Maintain SREDA's position as the voice of the local economy through the SREDA NewsFlash and by releasing timely economic updates.
- Host engagement events, including a new signature event, the State of the Economy, to inform, educate and engage stakeholders.
- Gather and analyze data and conduct research to support local economic development initiatives.



# Investment Attraction



**Objective: Secure leads to fulfill economic opportunities in the Saskatoon Region.**

## Key Performance Indicators

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

Develop tailored location value propositions for 5 advanced leads in partnership with SREDA industry councils and other stakeholders.

Host 10 businesses interested in locating in the Saskatoon Region through targeted in-bound hosting programs and partnerships.

## Initiatives

- Complete a comparative analysis of the Saskatoon Region’s competitiveness in attracting and growing local businesses, with a focus on costs, incentives and regulatory services relative to other locations.
- Establish and engage industry councils that include industry experts, government representatives, trade associations, developers, and other key stakeholders to support the attraction of advanced leads.
- Compile data and conduct research to build tailored location value propositions for advanced leads.
- Support in-bound hosting of qualified leads including coordinating meetings, facilitating industry and site tour, and hosting welcome events.
- Promote and facilitate local investment opportunities to Indigenous communities in Saskatchewan looking to make strategic investments.
- Execute a marketing and PR campaign profiling local leaders and showcasing the competitive advantages of the Saskatoon Region.
- Partake in targeted out-bound investment missions to meet with leads and promote the Saskatoon Region as a place for investment and talent.
- Gather strategic intelligence to support investment attraction efforts with a focus on generating leads to fulfill local economic opportunities.



# Stakeholder Relations

---

**Objective: Promote the unique value of SREDA offerings.**

## Initiatives

- Maintain SREDA's position as the voice of the local economy through the SREDA NewsFlash and by regularly sharing SREDA news and updates.
- Build on new membership offering and engagement strategy with an emphasis on expanding the contact database.
- Provide stakeholders with valuable insights and intelligence to enhance their decision making process.
- Develop and release annual SREDA Impact Report highlighting the positive economic outcomes, success stories, and value of SREDA offerings (economic impact, ROI, activities, key economic indicators such as unemployment rate, business property tax base, new business licenses, etc.).
- Actively engage with Government representatives, Indigenous leaders and the local business community to promote SREDA offerings and to identify potential funding and partnership opportunities.
- Execute a comprehensive marketing and communications strategy centered on showing SREDA's distinctive role and services.
- Develop and execute a government relations strategy aimed at amplifying awareness and understanding of the organizations impactful initiatives.



# Operational Optimization

---

**Objective: Sustain and increase long-term funding to support organizational growth.**

## Initiatives

- Collaborate with the SREDA Board, City of Saskatoon Administration and Council to build and present a renewed funding contract between the City of Saskatoon and SREDA.
- Collaborate with Prairies Economic Development Canada (PCan) and other Western Centers to build and present a renewed funding contract between PCan and SREDA to continue to deliver SK Startup Institute services.
- Identify and explore new local, provincial and national funding opportunities to support SREDA programs and initiatives.
- Enhance 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

**KPI 1.1 | 15%**

Support the creation of 125 jobs by assisting 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

**KPI 2.1 | 15%**

Support the creation of 25 jobs by promoting and administering the City of Saskatoon Business Development Incentive and assisting local businesses in their growth.

**KPI 2.2 | 10%**

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

**KPI 2.3 | 10%**

Lead 10 engagement events to increase stakeholder participation, identify collaboration opportunities and positively improve stakeholder sentiment.

## Investment Attraction

**KPI 3.1 | 15%**

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

**KPI 3.2 | 15%**

Develop tailored location value propositions for 5 advanced leads in partnership with SREDA industry councils and other stakeholders.

**KPI 3.3 | 10%**

Host 10 businesses interested in locating in the Saskatoon Region through targeted in-bound hosting programs and partnerships.

---

**Estimated Economic Impact Target: \$25-\$50M**



# CEO Metrics

---

## Stakeholder Relations

- **Membership Engagement:** Actively seek opportunities to connect and engage with SREDA Partners while also pursuing new Partners.
- **Community Engagement:** Attend a minimum of 10 events per quarter to enhance SREDA's visibility and engagement in the community.
- **Strategic Partnerships:** Meet with a minimum of 10 key stakeholders per quarter to foster collaboration and support of SREDA initiatives.
- **Public Awareness and Perception:** Enhance the public perception of SREDA's role in economic development through improved stakeholder communications, measured by sentiment surveys.
- **Enhanced Communications:** Deliver weekly Board updates, highlighting key activities and engagements with stakeholders.

## Operational Optimization

- **Financial Health:** Maintain a healthy financial position ensuring resources are allocated efficiently to support initiatives.
- **Funding Renewal:** Successfully secure multi-year funding from the City of Saskatoon and Prairies Economic Development Canada.
- **Funding Diversification:** Seek and secure one new funding source to diversify funding sources (grant, partnership, etc.).
- **Team Culture:** Foster a performance-driven culture by setting clear goals, providing regular feedback, promoting accountability, investing in development, and recognizing achievements.



# Board of Directors



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



**Mike Staines**  
Vice Chair & Business  
Incentives Chair  
PCL Construction



**Terry Bergan**  
Independent



**Cam Broten**  
Associated  
Radiologists



**Wayne Brownlee**  
Independent



**Bev Dubois**  
Ward 9 City  
Councillor



**Scott Ford**  
Ward 8 City  
Councillor



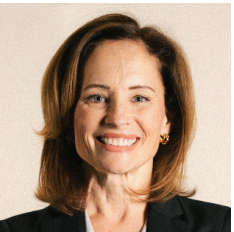
**David Greenwood**  
Councillor, RM of  
Corman Park



**Barrett Greyeyes**  
Indigenous Chair  
MLCN Investment  
Management



**Brandon Harris**  
Peter Lucas Project  
Management Inc.



**Alix Hayden**  
University of  
Saskatchewan



**Zach Jeffries**  
Ward 10 City  
Councillor



**Bob Kasian**  
MLT Aikins LLP



**Ryan Lejbak**  
Governance Chair  
zu



**Byron Mack**  
Finance Chair  
MNP



**Gary Philipchuk**  
Regional Chair  
Mayor of Warman



**Monique Simair**  
Integrated  
Sustainability



# Team Members



**Erin Lawson**  
Chief Executive  
Officer



**Milton Tootosis**  
Chief Economic  
Reconciliation Officer



**Brad Bly**  
Director, Economic  
Development



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



**Sarah Wolensky**  
Director, Marketing &  
Communications



**Terra Penner**  
Director, Operations  
& Board Liaison



**Tyler Nguyen**  
Manager, Economic  
Intelligence



**Ashley Carter**  
Manager, Business  
Attraction & Growth



**Bailey Link**  
Specialist, Marketing  
and Communications



**Adam Schick**  
Specialist, Economic  
Intelligence



**Unanath Reggie  
Ramlochan**  
Advisor,  
Entrepreneurship  
(SK Startup Institute)



**Zoya Mitchell**  
Advisor,  
Entrepreneurship  
(SK Startup Institute)



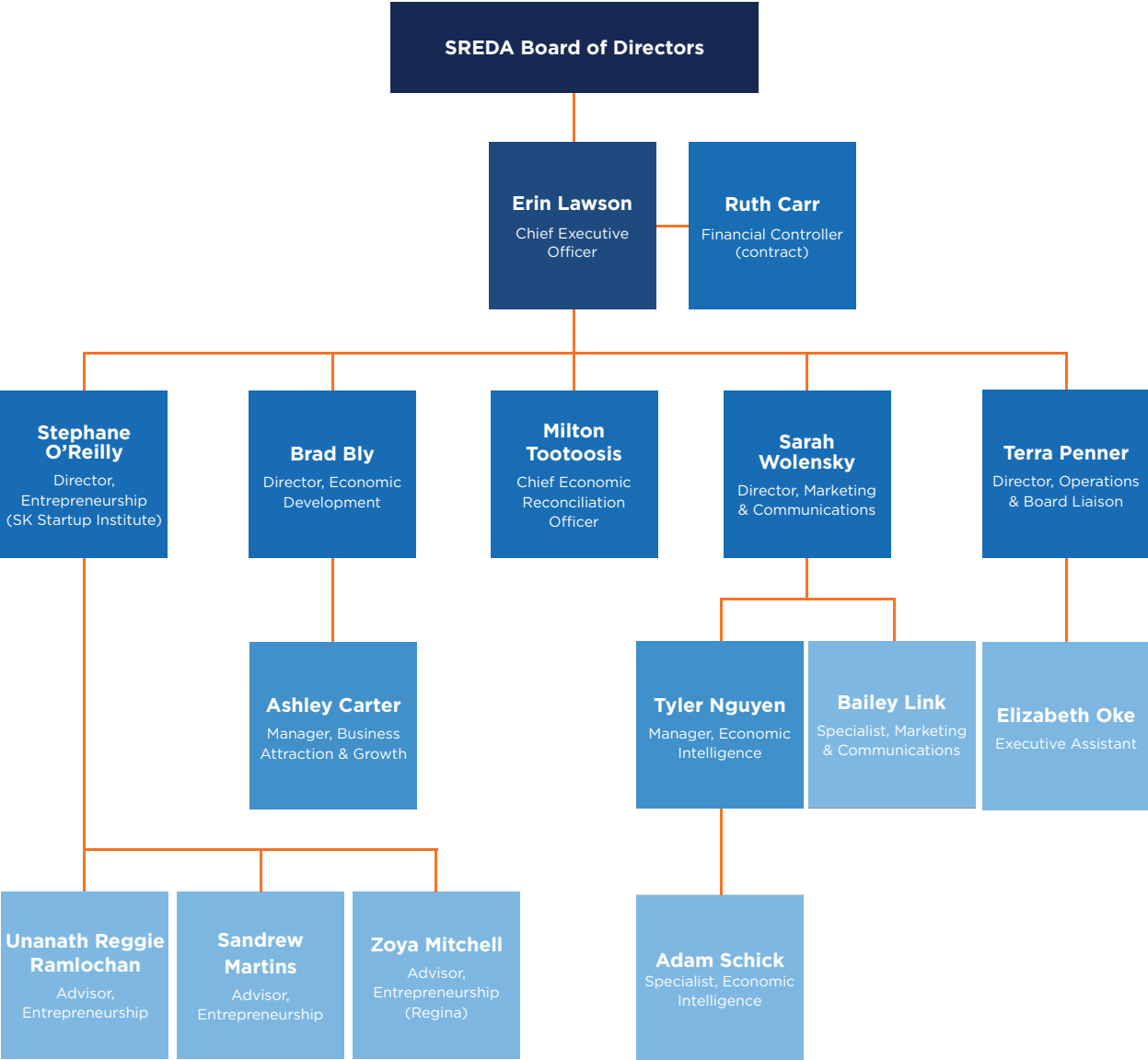
**Sandrew Martins**  
Advisor,  
Entrepreneurship  
(SK Startup Institute)



**Elizabeth Oke**  
Executive Assistant



# Organizational Chart



(IT Support)



(Human Resources Support)

# Budget

<b>Revenue</b>	
Funding:	
City of Saskatoon (base)	\$885,500
City of Saskatoon (performance)	\$112,500
Federal Government	\$60,000
Prairies Economic Development Canada	\$669,960
Regional Membership	\$60,000
Membership	\$140,000
Other revenue	\$100,000
<b>Total Revenue</b>	<b>\$2,027,960</b>

<b>Expenses</b>	
Personnel:	
Salaries	\$1,442,219
Contract services	\$100,000
Rent	\$147,824
Administration	\$110,000
Marketing and communications	\$135,000
Programs and initiatives:	
Investment attraction	\$150,000
Local economic growth	\$35,000
Entrepreneurship (SK Startup Institute)	\$70,000
<b>Total Expenses</b>	<b>\$2,190,044</b>

<b>Net Income</b>	<b>-\$162,084</b>
-------------------	-------------------

*In 2025, SREDA will manage a modest deficit budget, strategically tapping into unrestricted reserves gradually and judiciously, aligning with the organization’s financial control policy.*

