



ECONOMIC RESILIENCE & VISION TASK FORCE WORKPLAN

FINAL DRAFT June 24, 2020



Introduction

Economic Resilience and Vision Task Force
DESIRED OUTCOME

To demonstrate leadership and take action in response to the immediate economic challenges being faced by business, industry and residents in the County due to COVID-19, while also working to advance an optimistic, long-term vision for the County's economy based on diversification, resiliency, building on competitive advantages and providing a high quality of life.

The purpose of the Economic Resilience and Vision Task Force is to provide policy and legislative recommendations to Council on economic recovery, resilience and vision in the context of the COVID-19 Pandemic, support for business and industry, and support for the local economy generally. Bylaw 31-2020 prescribes a mandate, terms of reference, composition and procedural rules for the Task Force. The terms of reference established primary Work Plan focus areas through the objectives outlined. These focus areas include immediate stabilization efforts to address uncertainty, initiatives to address barriers for business to thrive, advocacy for business and industry, the provision of policy and legislation frameworks to support recovery and resilience, and communications and awareness related to the micro and macro economy.

Of note is that the work of this Task Force also includes, to some degree, visioning for the future. Although some of this visioning may be included in the more immediate recovery efforts related to COVID-19, some of the thoughts and ideas generated by the Task Force may also be passed on to broader Council strategic thinking plans and processes.

The Task Force is committed to exploring and learning through collaboration and cooperation with regional partners and other orders of governance and in advocating for the needs of our community. Their work aligns with three of **Council's Strategic Plan Goals**:



Goal 1

Build strong communities to support the diverse needs of residents



Goal 2

Manage, invest and plan for sustainable municipal infrastructure



Goal 3

Cultivate economic diversification, with the petro-chemical industry and beyond, through a business-friendly environment

To achieve its mandate the Task Force has identified six areas of focus and associated priorities to further its understanding of recovery and resilience barriers and opportunities and to support the development of recommendations that will strengthen and advance the municipality's governance efforts and its continued pursuit of the County's long-term vision of *"Becoming Canada's Most Livable Community"*.

Task Force Areas of Focus and Priorities

AREA OF FOCUS	Stabilization		
	Provide advice and recommendations to Council to support immediate business and industry stabilization initiatives and short, medium and long term strategies to strengthen the local economy		
	KEY PRIORITIES	POTENTIAL COLLABORATORS	TIMELINE
	Provide advice and recommendations to Council for vision and strategy considerations for immediate, short, medium, and long-term strategies to support the local economy	Chief Commissioner; Executive Team; Economic Development & Tourism Advisory Committee	Ongoing
	Gather information on business 'pressure points' to understand immediate and emergent challenges faced/future issues through a series of conversations focused on what the County can do to help	Chief Commissioner; Executive Team; Economic Development & Tourism Advisory Committee; Sherwood Park & District Chamber of Commerce; Strathcona Industrial Association; Alberta Industrial Heartland Association; Edmonton Global; Province of Alberta Economic Recovery Council; Economic Development Alberta; Economic Developers of Canada; Alberta Chamber of Commerce; Strathcona County Agricultural Service Board; Agriculture Sector Organizations; Subject Matter Experts (SMEs)	0-3 months
	Identify and explore levers available to the County, Council and the Task Force to support stabilization	Chief Commissioner; Executive Team; Legislative and Legal Services; Economic Development & Tourism Advisory Committee	3-9 months
	Explore the impact of COVID-19 on the economy and utilize this knowledge to make recommendations to Council on how to help stabilize the local economy and advance the Task Force visioning work	Chief Commissioner; Executive Team; Economic Development & Tourism Advisory Committee; Subject Matter Experts (SMEs)	Ongoing

AREA OF FOCUS	Advocacy		
	Provide advice and recommendations to support Council's advocacy role with respect to business and industry support from the provincial and federal governments.		
KEY PRIORITIES	POTENTIAL COLLABORATORS	TIMELINE	
Work with Mayor and Council to identify emergent/priority economic issues and develop support material (e.g. research topics/projects, briefing materials)	Chief Commissioner; Executive Team; Intergovernmental Affairs; Legislative and Legal Services; AUMA; RMA; EMRB; Sherwood Park MLA; Strathcona-Sherwood Park MLA; Fort Saskatchewan-Vegreville MLA; Sherwood Park-Fort Saskatchewan MP	Ongoing	
Identify major stakeholder groups, committees and associations the County can access to amplify County voice	Chief Commissioner; Executive Team; Intergovernmental Affairs; Corporate Communications; AUMA; RMA; EMRB; FCM	3-6 months	
Recommend strategies and tactics to support Council's advocacy work on behalf of business and industry to higher levels of government	Chief Commissioner; Executive Team; Intergovernmental Affairs; Strathcona Industrial Association; Alberta Industrial Heartland Association; Economic Development & Tourism Advisory Committee; Sherwood Park & District Chamber of Commerce; Agricultural sector organizations	Ongoing	

AREA OF FOCUS	Policy and Legislative Frameworks		
	Work with Council advisory committees, including the Economic Development and Tourism Advisory Committee, to provide advice and recommendations for policy and legislative frameworks to support economic diversification, resilience and vision, and strategic foundations for maintaining a competitive and attractive economic environment for investment by small, medium and large businesses and industry.		
KEY PRIORITIES	POTENTIAL COLLABORATORS	TIMELINE	
Explore policy and legislation options to stimulate the County economy in key sectors (e.g. tourism, hospitality)	Chief Commissioner; Executive Team; Legislative and Legal Services; Economic Development & Tourism Advisory Committee; Sherwood Park & District Chamber of Commerce	6-9 months	
Identify policy and framework areas related to economic resilience that are barriers to doing business in the County (red tape reduction)	Chief Commissioner; Executive Team; Legislative and Legal Services; Planning & Development Red Tape Reduction Task Force; Sherwood Park & District Chamber of Commerce; Strathcona Industrial Association; Alberta Industrial Heartland Association; Economic Development & Tourism Advisory Committee	6-9 months	
Work with Council advisory committees (e.g. EDT Advisory Committee) to identify and recommend policies and legislative frameworks to support economic diversification, resilience, and strategic foundations for maintaining an attractive economic investment environment	Chief Commissioner; Executive Team; Economic Development & Tourism Advisory Committee; other Task Forces	6-9 months	

AREA OF FOCUS	Communications and Awareness		
	To act as ambassadors, amplifying corporate messages to increase awareness of business and industry supports available, to champion County business and industry, and to highlight successful adaptations to the impacts of the pandemic.		
KEY PRIORITIES	POTENTIAL COLLABORATORS	TIMELINE	
Develop a coordinated communications and engagement strategy with other Task Forces (key messages, communication channels, frequency)	Chief Commissioner; Executive Team; Corporate Communications; other Task Forces	0-3 months	
Work with EDT to develop ‘good news’ profiles and studies communicating successful local business adaptations and future-focused operations	Chief Commissioner; Executive Team; EDT; Sherwood Park & District Chamber of Commerce; Corporate Communications	Ongoing	
Work to amplify County messaging on business and industry supports, to champion County businesses and industry	Chief Commissioner; Executive Team; other Task Forces; Corporate Communications; Sherwood Park & District Chamber of Commerce	Ongoing	

AREA OF FOCUS	General Task Force Business		
	Through the Chief Commissioner, gather input from internal resources to support the development of the recommendations to Council Within the budget allocated by Council, hire consultants and facilitators and conduct engagement and research (if required) to support the work of the Task Force.		
KEY PRIORITIES	POTENTIAL COLLABORATORS	TIMELINE	
Contract facilitation consultant to support ongoing Task Force Work and determine scope of consultant work/involvement	Chief Commissioner; Executive Team	0-3 months	
Explore need for and specific subject matter sub Task Force groups, as well as need for engaging Subject Matter Experts	Chief Commissioner; Executive Team; Sherwood Park & District Chamber of Commerce; Strathcona Industrial Association; Alberta Industrial Heartland Association; Economic Development & Tourism Advisory Committee	Ongoing	
Examine and finalize key objectives for each ToR focus area, develop secondary objectives and tasks, key indicators, and finalize desired outcome timelines	Chief Commissioner; Executive Team	0-3 months	
Establish main Task Force and sub Task Force (if applicable) general meeting format/structure, ideal meeting outcomes and deliverables, and how to share Task Force progress with Council and County businesses/residents	Chief Commissioner; Executive Team; Corporate Communications	0-3 months	



Monitoring Progress

The Task Force will work with County Administration to identify methods to monitor the progress and impact of its work. This will include gathering input from members of the public regarding their satisfaction with Council's leadership, actions, fiscal management, collaborative approach and advocacy related to the municipality's recovery and resilience efforts. It will also work with Administration to record, review and present the outcomes related to the municipality's recovery economic recovery, resilience and vision focus areas and objectives outlined in the associated bylaw.

Conclusion

The Economic Resilience and Vision Task Force will use the outcomes of this workplan as the foundation to formulate recommendations to Council on short, medium and long-term strategies for the municipality's recovery and economic resilience.