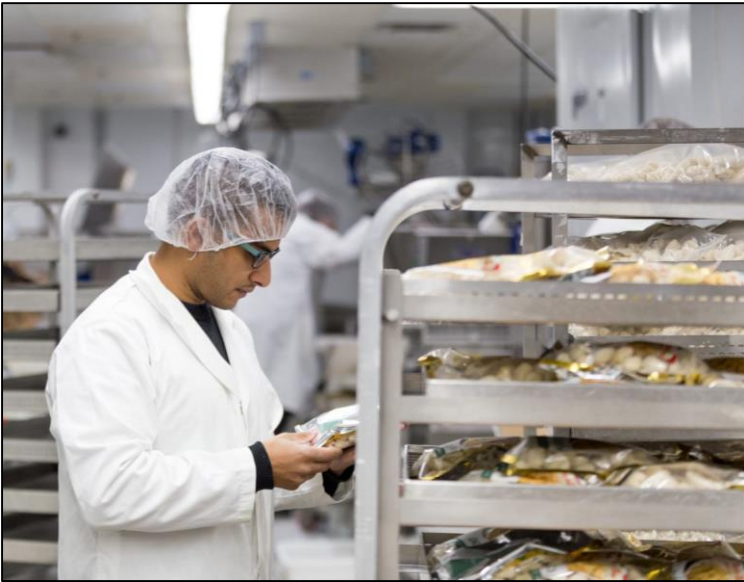


Attracting value-added agricultural investment to Strathcona County and region



Council meeting
September 19, 2023

Presentation overview

1. Council motion
2. Background
3. Opportunity assessment
4. Environmental scan
5. Scenarios
6. Next steps
7. Recommendation

1. Council history

- **November 15, 2023:** Council directed administration to provide a report regarding a potential “promoting agriculture initiative” by the end of Q2 2023. Delivered June 20, 2023.
- **June 20, 2023:** Council directed administration to present Scenario B (EDT+) from the confidential report for Council’s consideration in open session
- **September 19, 2023:** Administration has returned to Council as directed, for further consideration in open session

Report to include:

- Assessment of **opportunities**
- Potential **economic benefits**
- Outline of proposed **tactics**
- Estimated **budget**
- **Next steps** for implementation

2. Background

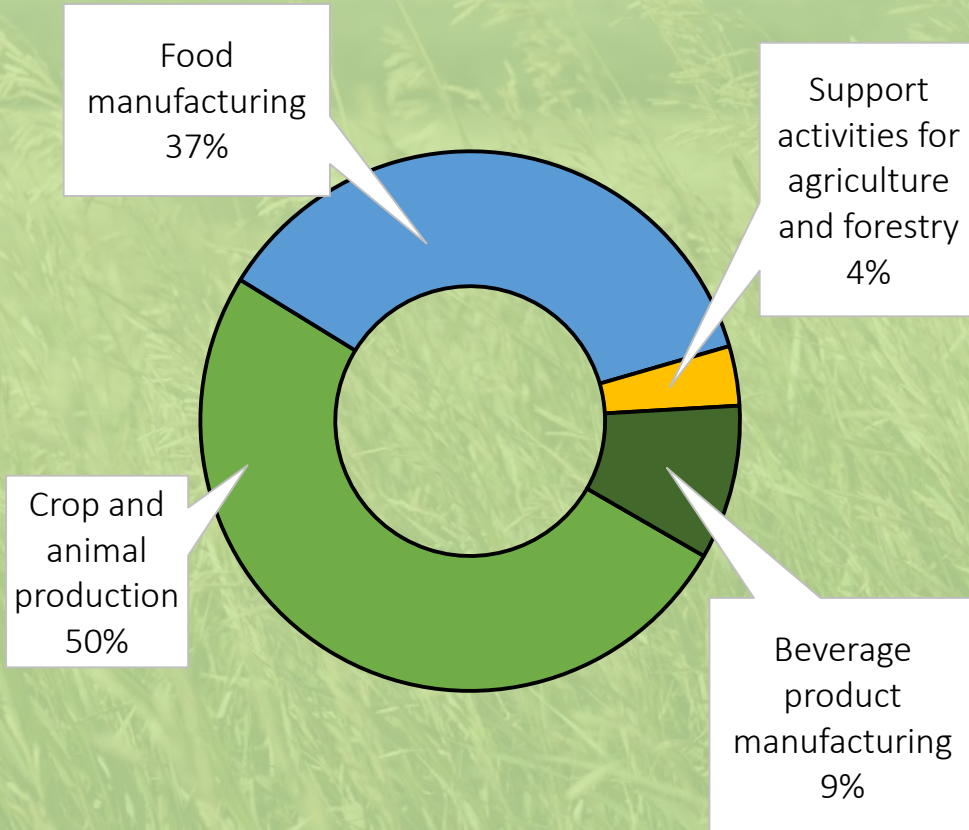
How is “value-added agriculture” defined?

“the addition of a process or service to an agricultural raw material being produced by the (farmer) producer.”

This may include some form of processing such as milling, drying, cleaning, sorting, slaughtering, distilling, refining, or direct marketing through farm gate sales, farmers’ markets or direct distribution”

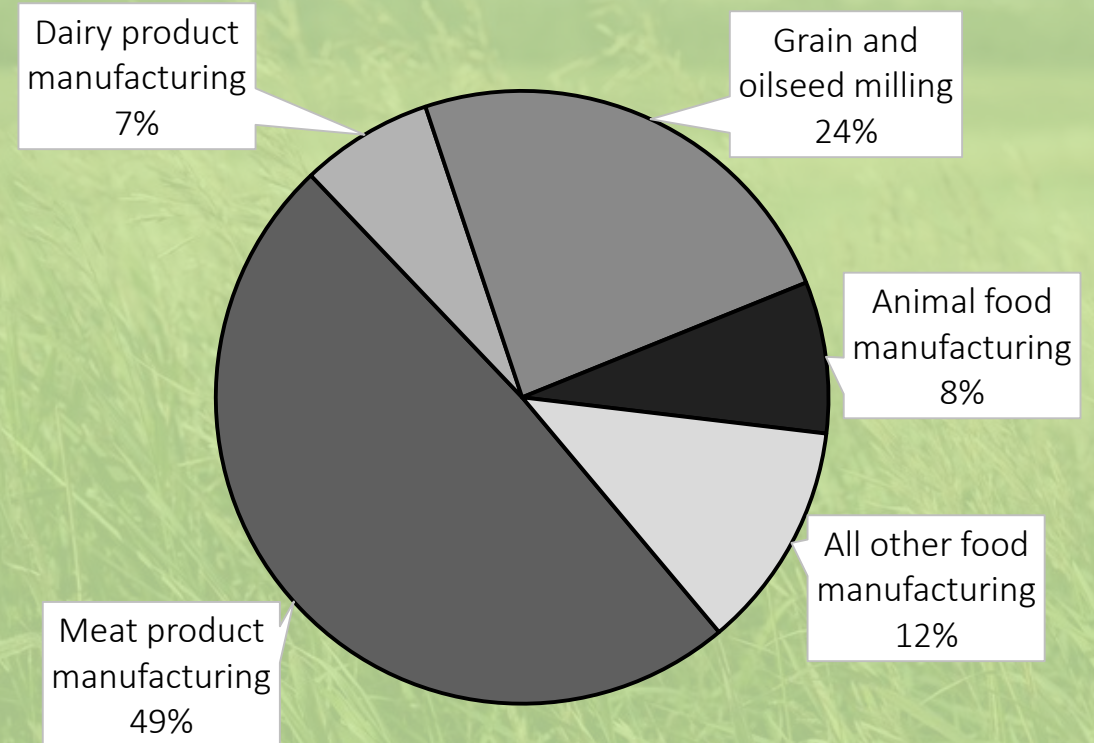
2. Background *(cont'd)*

Alberta's Agri-Food GDP, 2021



Source: Government of Alberta – Economic Dashboard

Alberta Food Manufacturing Breakdown, 2022



Source: EDT Calculations. Statistics Canada

2. Background *(cont'd)*

Alberta

Over
49
million
farm
acres



Over
41,500
farms

- Cattle ranching
- Oilseed and grain farming
- Other crop farming

**Top farm
classifications**

Strathcona County

Over
235,000
farm
acres



Over
500
farms

- Cattle ranching
- Oilseed and grain farming
- Other animal production

2. Background *(cont'd)*

Abundant crop production

Within a 100 km radius, per year production is estimated at:



1.02M metric
tonnes
Spring wheat



448K metric
tonnes
Barley



723K metric
tonnes
Canola



102K metric
tonnes
Dry peas

Many types of produce



1.64M
dozen
Table eggs



13
Fruit farms
apples, cherries, haskaps,
raspberries, saskatoons
& strawberries



13
Vegetable farms
beets, cabbage, garlic,
pumpkins, rhubarb
& sweet corn

You will also find potatoes, hemp, faba beans, pigs, sheep, goats, turkeys, elk, quail eggs & so much more!

Diverse livestock



Horses & ponies
1,210



Bison
739



Cattle
18,979



Honeybee hives
11K+

2. Background *(cont'd)*

Garden	Livestock	Processing	Animal feed	Crops/seeds	Equine	Research & development	Education
						 Crop Science	
						 CORTEVA agriscience	
						 DUPONT	
						 PIONEER.	

2. Background *(cont'd)*

Strathcona County's target diversification sectors were identified in a 2022 report, based on:

- Sector life-cycle stage and investment trends
- Sustainable competitive location advantages
- Existing local supply chain and infrastructure
- Ready access to feedstocks and markets
- Demonstrated local interest from proponents
- Significant community benefits from investment



Petrochemicals
& Hydrogen



Value-Added
Agriculture

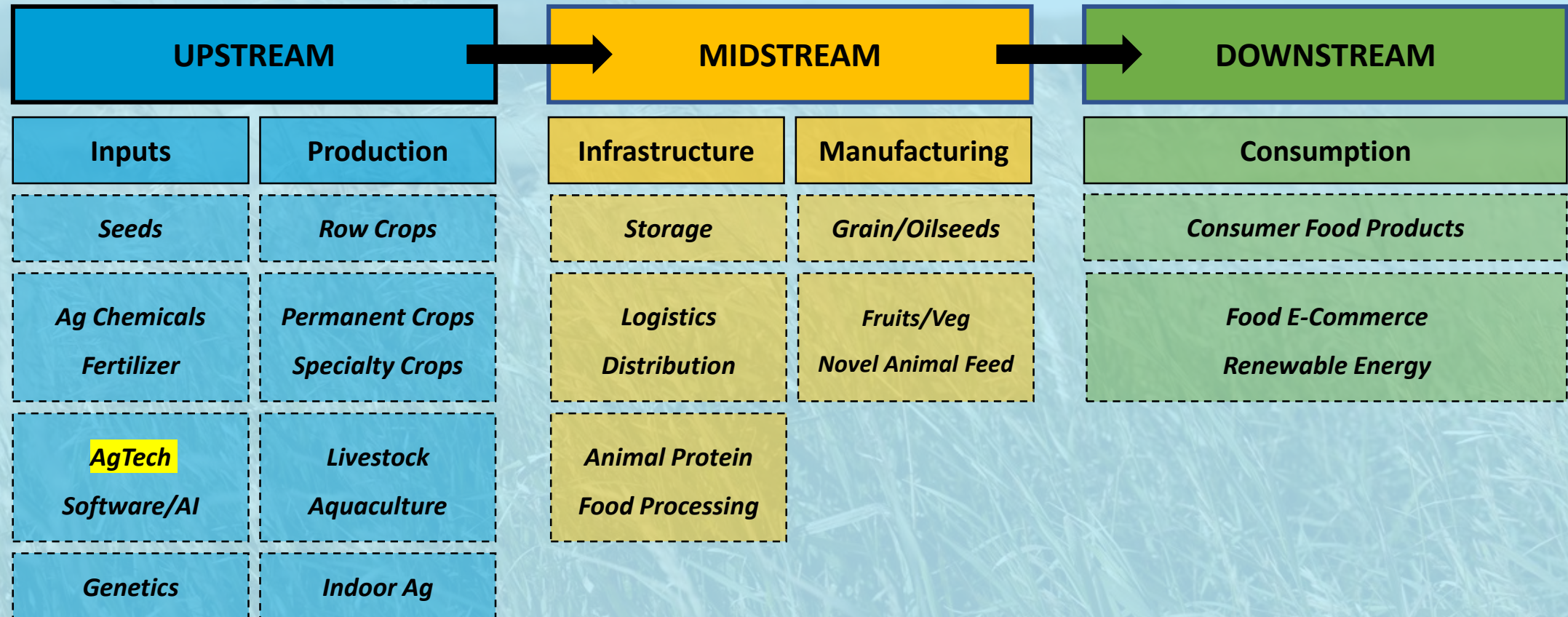


Advanced
Manufacturing



Supply Chain
& Logistics

3. Opportunity assessment



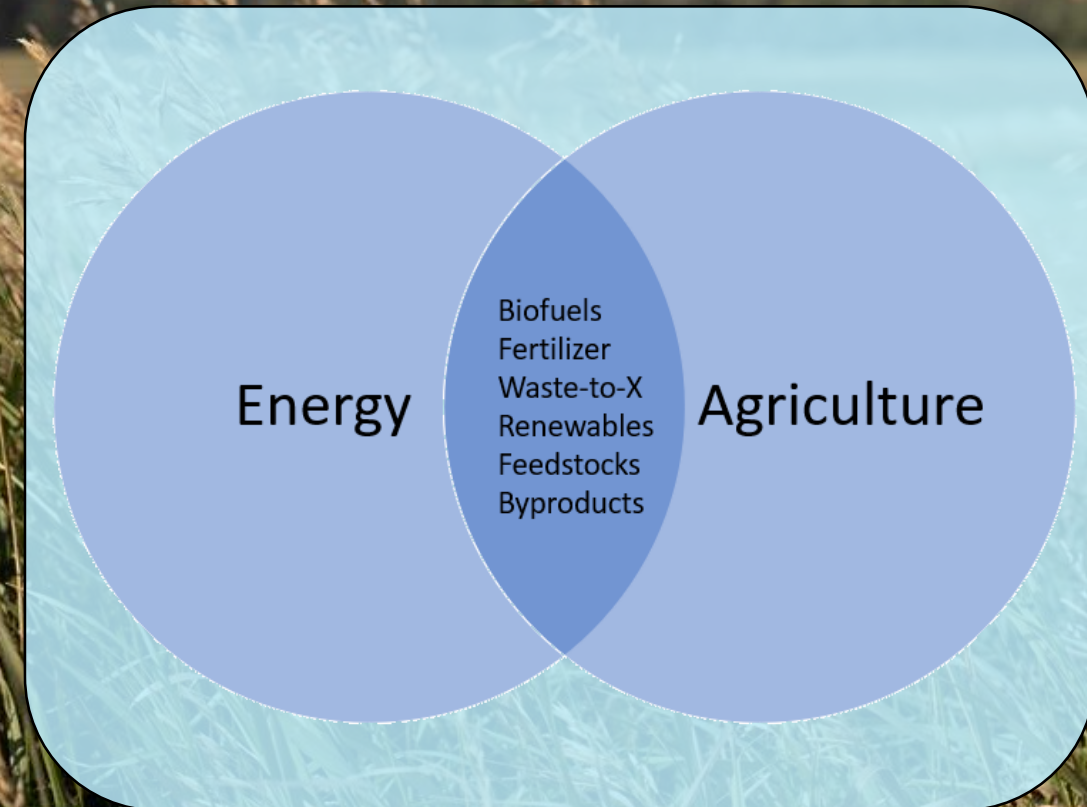
3. Opportunity assessment *(cont'd)*

12-month investor lead analysis

- Qualified value-added agriculture leads
- Variety of lead sources
- Common themes among leads

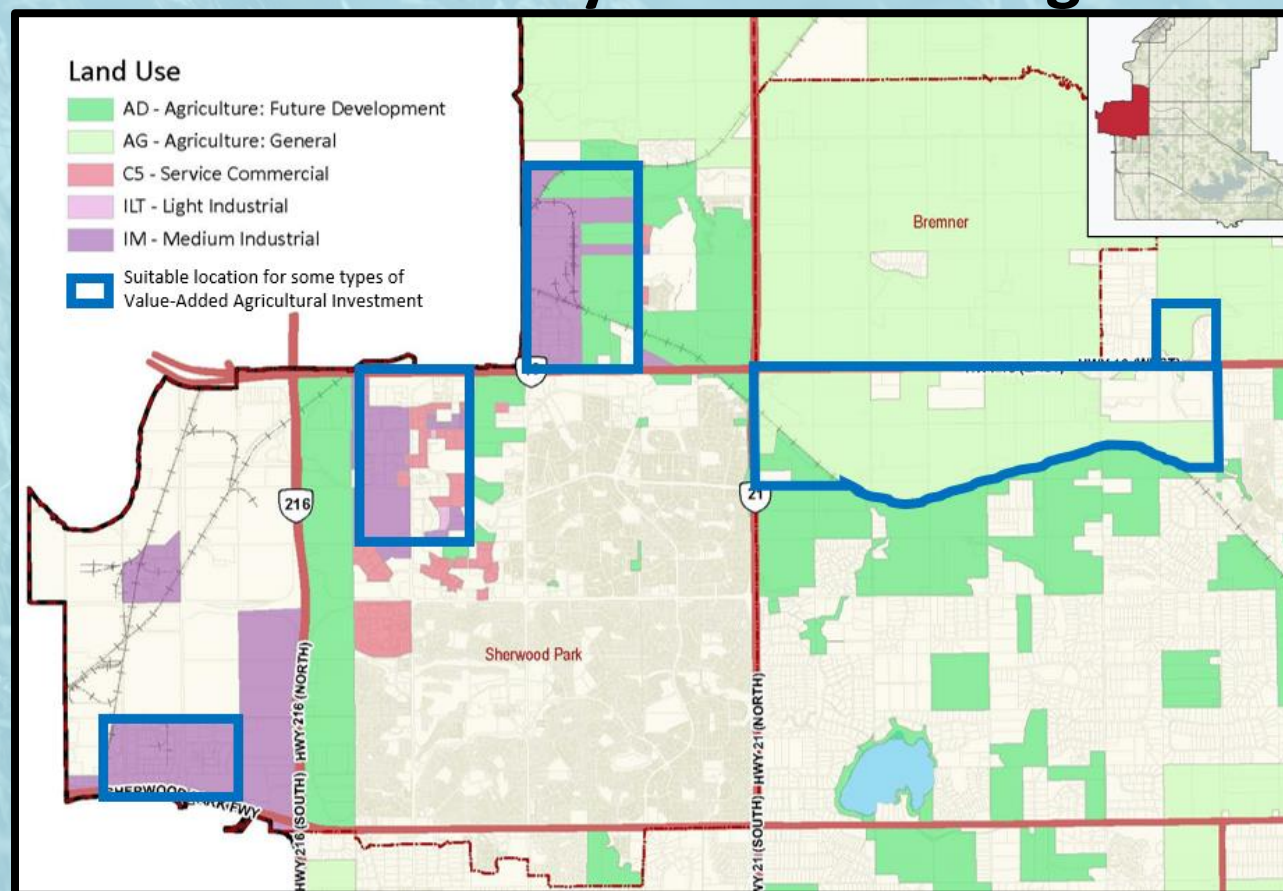
Flagship Investment (FID):

- Imperial's \$720 million renewable diesel facility
- +1 billion litres of renewable diesel annually
- Sourced from local feedstocks, such as canola
- Convergence of agriculture and energy sectors

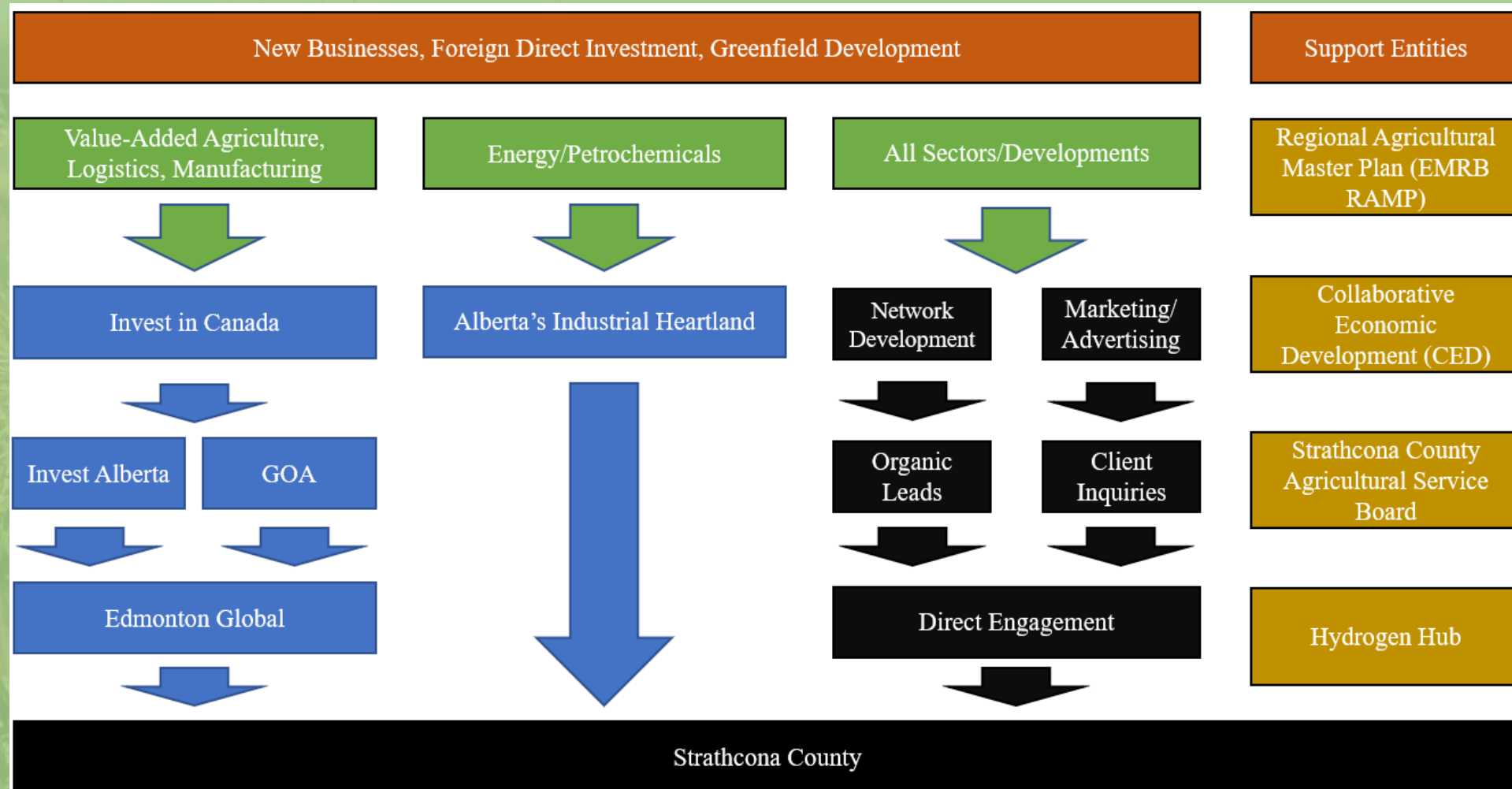


3. Opportunity assessment *(cont'd)*

Land Use Bylaw and Zoning



4. Environmental scan



4. Environmental scan (cont'd)

	Strathcona County	Edmonton Global	Invest Alberta	Invest Canada	Government of Alberta	Government of Canada
Collaboration	x	x	x	x	x	x
Marketing and Comms	x	x	x	x	x	x
Lead Generation	x	x	x	x		
Advocacy	x	x	x	x		
Business Cases and Studies	x	x	x	x		
Stakeholder Engagement	x	x	x	x		
Regulatory and Bylaws	x				x	x
Infrastructure Development	x				x	x
Incentives	x				x	x
Application Services	x				x	x
Site Readiness	x					
Continual Improvement	x					

5. Scenarios

A.

“Status Quo”

No change to
internal or external
resources

B.

**“Economic
Development
and Tourism
(EDT) +”**

New internal
resources dedicated
to drive agricultural
investment in
Strathcona County

C.

“Bolt-On”

New external
resources to increase
capacity of an
existing regional
agency

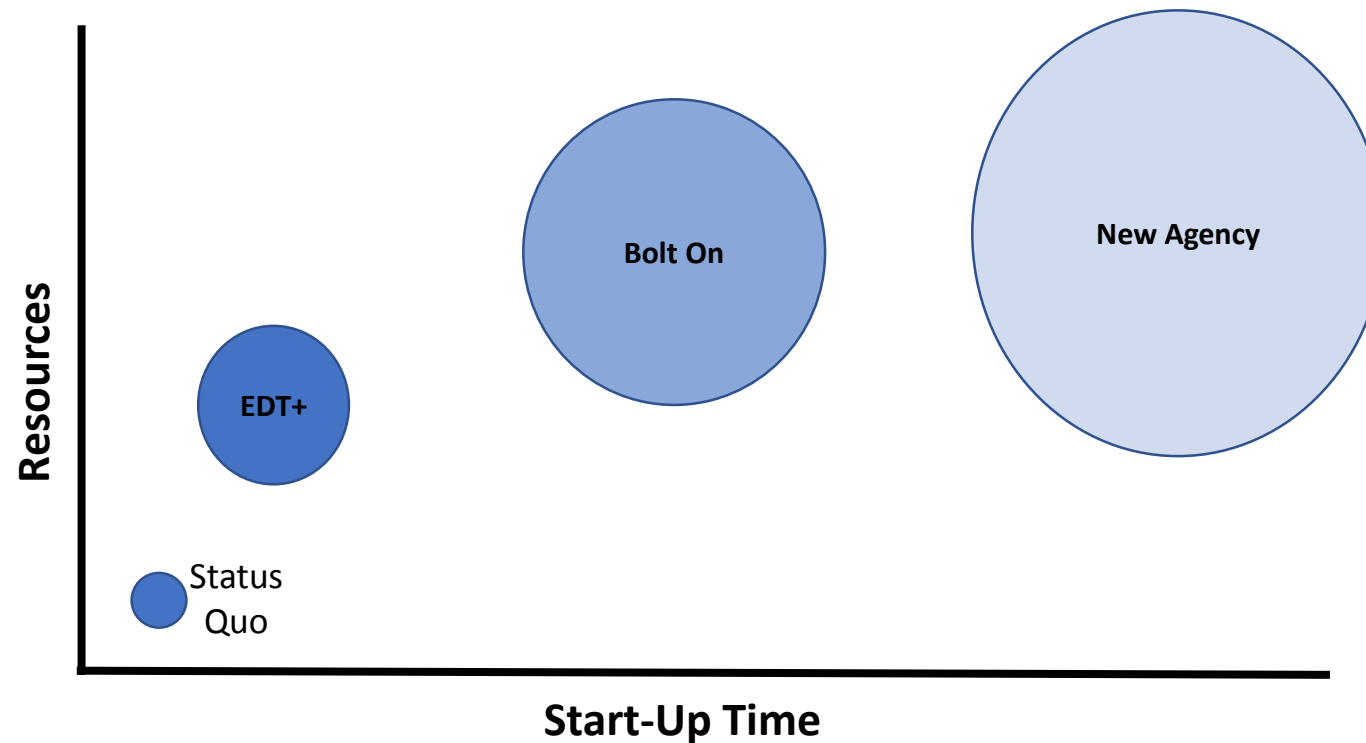
D.

**“New
Agency”**

New external
resources to create a
new regional agency

	BENEFITS		RISKS	
A. Status Quo	<ul style="list-style-type: none"> • Focuses on tactical execution • Established deal flow 	<ul style="list-style-type: none"> • Concentrates on Strathcona County 	<ul style="list-style-type: none"> • Constrained resources • Decreased ability to focus on diversification sectors 	<ul style="list-style-type: none"> • Minimal proactive investment work primarily reactive
B. EDT+	<ul style="list-style-type: none"> • <i>Benefits under "Status Quo"</i> • Increases sector presence 	<ul style="list-style-type: none"> • Deepens integration with existing partners • Ability to shift staff resourcing to proactive market outreach 	<ul style="list-style-type: none"> • Increases onboarding time and resources • Increases cost 	<ul style="list-style-type: none"> • Integration into an existing EDT strategy
C. Bolt-On	<ul style="list-style-type: none"> • Enhances reach • Supports regional efforts 	<ul style="list-style-type: none"> • Integrates into existing investment attraction responsibilities 	<ul style="list-style-type: none"> • Redundant activities and crowded agency space • Significant ongoing EDT resources to train/service 	<ul style="list-style-type: none"> • Resource vs. ROI • Focus on region versus Strathcona County
D. New Agency	<ul style="list-style-type: none"> • <i>Benefits under "Bolt-On"</i> 	<ul style="list-style-type: none"> • Complete focus on sector attraction activities 	<ul style="list-style-type: none"> • <i>Risks under "Bolt-On"</i> • Inter-agency relationships 	<ul style="list-style-type: none"> • Building from scratch

5. Scenarios (cont'd)



* Size of bubble indicates budget impact

* Shade of bubble indicates Strathcona County centricity (darker = more Strathcona County centric)

5. Scenarios: workplan

A. Status Quo	B. EDT+	C. Bolt-On	D. New Agency
Complete Food Sector Development Strategy	Incorporate tactics listed in status quo	Negotiate new resourcing and deliverables	Confirm/negotiate partner municipalities
Launch Attraction Website & Ag Campaign	Hire and train diversification staff	Amend partner agreement	Execute partnership agreement
Execute incentive strategy & competitiveness study	Advance infrastructure readiness business case	Develop enhanced sector strategy	Establish legal entity & board
Deepen relationships with ag ecosystem & partners	Initiate review of emerging sector land uses	Hire, train and educate external staff	Purchase office and equipment
Monitor and research sector best practices	Proactive targeted attraction campaign	Maintain and grow regional sector presence	Hire, train and educate external staff
Maintain and nurture our sector presence	Expand Strathcona's sector presence in-market	Ongoing agency management & servicing	Ongoing agency management & servicing

6. Recommendation

To address Council's Motion to attract agricultural investment into Strathcona County subregion based on Scenario B (as outlined in the confidential report delivered to Council on June 20th, 2022),
Administration is recommending:

That Council consider including Scenario B as a Council Driven Initiative (CDI) in the 2024 budget planning process.

Discussion

