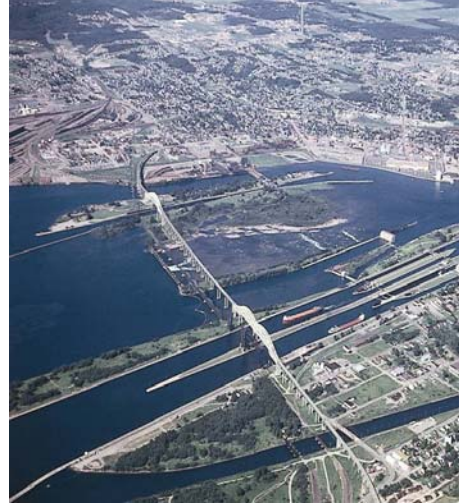


# Development Sault Ste. Marie 2009 Business & Strategic Plan



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## Development Sault Ste. Marie 2009 Business & Strategic Plan

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## *Strategic Mandate*

Development Sault Ste. Marie will engage in outreach efforts to domestic and new international markets by performing economic development activities with the public and private sector in attracting investment, job creation (retention) and an increase in the municipal tax base.

This strategic focus includes the establishment and expansion of primary industries including manufacturing, transportation, health, education, information technology, energy and environment, bio-industry, aviation, retail and tourism development. These investment attraction efforts include an increased focus on targeted international markets.

Development Sault Ste. Marie will build the brand and fulfill the promise that Sault Ste. Marie is the preferred place to do business offering exceptional value and service.

## ***Development Sault Ste. Marie***

### ***2009 Business & Strategic Plan***

#### ***A. Purpose***

The purpose of this document is to set out a Business & Strategic Plan that will guide the operation of Development Sault Ste. Marie for the period January 1, 2009 to December 31, 2009. Development Sault Ste. Marie is a recently established division of the Sault Ste. Marie Economic Development Corporation (SSMEDC).

The Business & Strategic Plan will be made available to Development Sault Ste. Marie clients as an overview and guide of the Division's capabilities and services.

The establishment of Development Sault Ste. Marie was approved by the Sault Ste. Marie Economic Development Corporation Board of Directors in October, 2004 and was granted permanent funding by Sault Ste. Marie Municipal Council in 2008.

This document is the culmination and consolidation of the input of the Sault Ste. Marie Economic Development Corporation Board of Directors and its community and business partners, the Development Sault Ste. Marie Advisory Committee and staff team.

## ***B. About Development Sault Ste. Marie***

### ***I. Background***

Development Sault Ste. Marie, a division of the Sault Ste. Marie Economic Development Corporation (SSMEDC), was started in 2005 as a two-year pilot project to develop and service major private sector investment opportunities and economic development in Sault Ste. Marie. It consisted of a comprehensive marketing campaign, dedicated sector staffing, strategic planning, expert client/investor advice and consulting.

Development Sault Ste. Marie is the leading economic development driver of the Sault Ste. Marie Economic Development Corporation strategies and will operate as a partner in Pan Northern Ontario Economic Development activities with other community, government and private sector entities.

### ***Development Sault Ste. Marie Two - Year Pilot Project Produced Great Results***

The Development Sault Ste. Marie pilot project produced great results and has quickly positioned Sault Ste. Marie with the best developed and organized Economic Development Corporation in Northern Ontario. Development Sault Ste. Marie is now a recognized leader in driving economic activity in the north.

There are a number of key drivers that led to the decision to establish Development Sault Ste. Marie:

- ◇ Significant growth in private-sector client activity at Sault Ste. Marie Economic Development Corporation;
- ◇ The engagement of Sault Ste. Marie Economic Development Corporation in increasingly complex private/public sector partnerships;
- ◇ The need and opportunity to improve services to private sector clients by consolidating the aforementioned programs into a single new division focused on private sector economic development and growth.

## ***II. Mandate and Priorities***

The core mandate of Development Sault Ste. Marie is to work proactively and effectively to realize economic growth for the community of Sault Ste. Marie.

Development Sault Ste. Marie is operated and recognized as the “go-to” organization for the evaluation, start-up and expansion of significant new business, industrial investment and employment opportunities in Sault Ste. Marie.

Development Sault Ste. Marie is the lead in expanding the role of the Sault Ste. Marie Economic Development Corporation to work with key industry sector consortiums, expanding new economic engines and increasing the Sault Ste. Marie Economic Development Corporation’s capabilities in delivering private/public results built on strong strategic alliances with the private sector.

Development Sault Ste. Marie is operating concurrently and seamlessly with the other operating divisions of the Sault Ste. Marie Economic Development Corporation, namely Tourism Sault Ste. Marie (tourism marketing services) and Enterprise Centre Sault Ste. Marie (business start-up and support services to youth, and small and medium sized enterprises). Development Sault Ste. Marie will also receive strategic and administrative

support from Sault Ste. Marie Economic Development Corporation Corporate Services (CEO, Managers of Finance and Corporate Services).

Development Sault Ste. Marie has a strong private sector focus and is built and operated on a number of fundamental guiding principles, among them a focus on activities based on basic (wealth-generating) employment/economic activity.

***The priorities of Development Sault Ste. Marie are as follows:***

- ◇ To be a catalyst, facilitator and advocate of new private sector investment and job creation in Sault Ste. Marie
- ◇ To increase the municipal tax base.
- ◇ To be a facilitator and advocate of business and industry retention (job retention) and the preservation of existing jobs in Sault Ste. Marie
- ◇ To establish awareness, credibility and relevance among local and external investors and potential investors of Development Sault Ste. Marie and its core services
- ◇ To provide a positive return on investment to all financial supporters of Development Sault Ste. Marie
- ◇ To participate and contribute, along with other member organizations of Sault Ste. Marie's economic development "platform" on the achievement of the economic development activities
- ◇ To build and maintain key investment-related data on Sault Ste. Marie and its competitive strengths
- ◇ To provide access to government funding programs
- ◇ To have an increased focus on targeted international markets and investment opportunities
- ◇ Provide corporate aftercare to ensure long-term sustainability of businesses
- ◇ To be the lead on the identification and development of key infrastructure to support economic development and growth

### ***III. Guiding Principles***

Development Sault Ste. Marie will operate on a number of fundamental guiding principles:

*a. People Come First*

Development Sault Ste. Marie has a professional team comprised of staff and committee members that build and maintain relationships based on respect, professionalism, trust, confidentiality and quality performance.

*b. Focus on Basic Employment*

Economic growth and wealth creation in a local economy is derived from basic employment, which is based on the sale of goods and services outside of the local economy vs. the re-circulation of local wealth/income (e.g. retail sector). Basic employment (e.g. manufacturing, development, contact centres) generally yields the highest multipliers in terms of income and employment.

*c. Proactive*

The professional team of Development Sault Ste. Marie will be forward thinking and proactive in anticipating, targeting and responding to the needs, opportunities and challenges faced globally within our community and its investors.

*d. Current Knowledge*

Development Sault Ste. Marie will develop, prioritize and deliver strategies, initiatives and services based on a current and comprehensive knowledge of the community, the economy and the resources available.

*e. Seamless Delivery of Services*

Development Sault Ste. Marie is proactive and efficient in providing a seamless service delivery model. Development Sault Ste. Marie clients are managed by Development Sault Ste. Marie and are not “bounced” into the care of other organizations.

*f. Clients and Financial Partners are our Investors*

Development Sault Ste. Marie’s volunteers and staff respect our clients and our financial supporters as investors who expect and demand a superior rate of return on their investment in our organization and our community.

Development Sault Ste. Marie will engage in the full spectrum of economic activities and will specifically target opportunities in sectors that are targeted for growth.

### Strategic Target Market Sectors



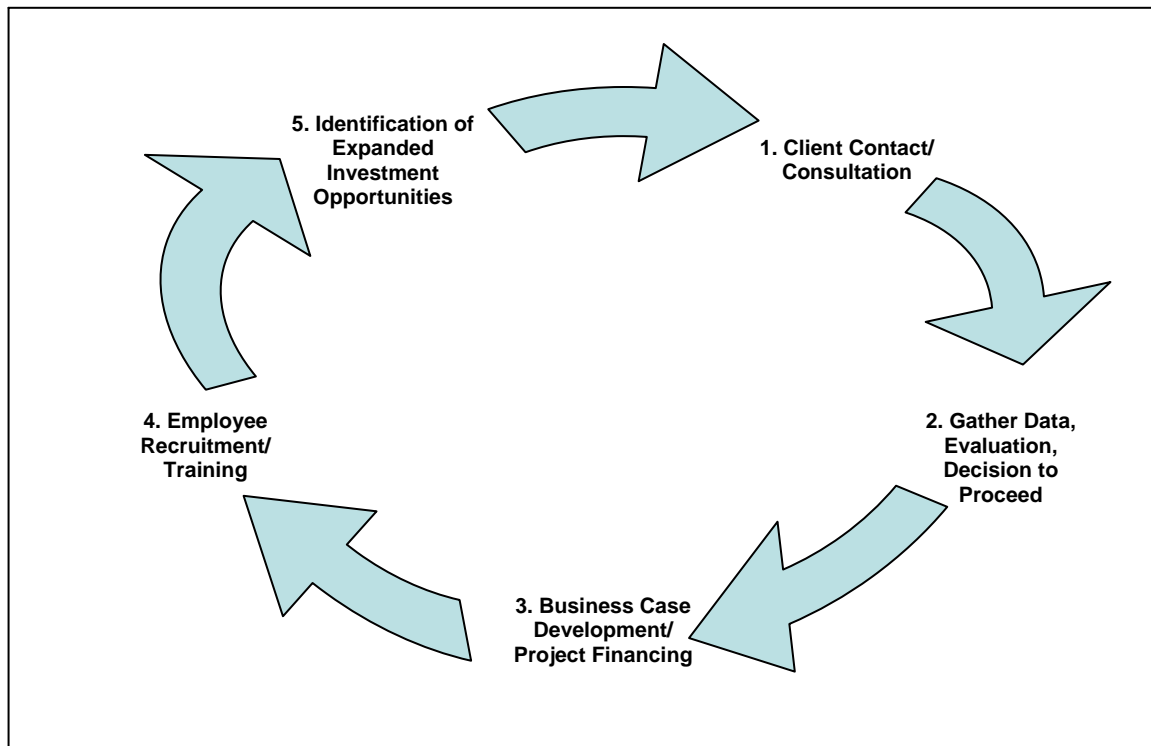
#### ***IV. Client Service Delivery***

Development Sault Ste. Marie staff utilizes a team approach or case management style to collaboratively manage client files. Staff serve as the primary liaison persons for the client throughout the development cycle. Individual Development Sault Ste. Marie staff members assume the lead of the client file at various stages through the investment evaluation and implementation process. Development Sault Ste. Marie utilizes best practices throughout all processes and throughout the business cycle. Divisional staff will conduct weekly client briefing sessions during which client matters are reviewed and resolved in a collaborative atmosphere. As part of the client services delivery process, sector specialists are engaged as required on a case-by-case basis. These sector specialists include internationally recognized management consulting firms in their respective sectors.

Client data and activities on client files are stored electronically in a shared-access format that can be accessed and updated by core Development Sault Ste. Marie staff.

Services will be provided on the basis of a “client development process” as set out below.

### ***Development Sault Ste. Marie Client Development Process***



Development Sault Ste. Marie has a diverse and comprehensive range of clients. This includes:

1. Businesses (local, national and international)
2. Government agencies (Federal, Provincial, Municipal)
3. Not-for-profit organizations
4. Multinational corporations
5. Canadian and International Consulates and Embassies
6. Foreign governments/municipalities, including trade commission
7. Members of government (Federal, Provincial, Municipal)
8. International Heads of State

## ***V. Governance***

Development Sault Ste. Marie works with an Advisory Committee that provides high-level strategic input and expert advisory support to the Development Sault Ste. Marie staff team. Committee members contribute in a positive and productive manner to the identification, evaluation, development and implementation of primarily private-sector driven economic development opportunities for Sault Ste. Marie.

The primary intent of the Advisory Committee and any sub-committees is to add value and insight to the operations of Development Sault Ste. Marie. The Advisory Committee works within the business plan for Sault Ste. Marie Economic Development Corporation as approved by its Board of Directors. As the need arises, sub-committees will be established and will report to the Advisory Committee through their respective Chairs. Committee and sub-committee members will be bound by the Sault Ste. Marie Economic Development Corporation Code of Conduct & Confidentiality and all Members will be covered under Sault Ste. Marie Economic Development Corporation Insurance Policy.

The Advisory Committee is co-chaired by a member of the Sault Ste. Marie Economic Development Corporation Board of Directors appointed by the board and a person at-large. The Committee reports to the Sault Ste. Marie Economic Development Corporation Board of Directors through its member co-chairperson. The membership of the Committee consists of senior representative of local business and industry who together can offer the following skill sets/expertise:

- ◇ Strategic Planning
- ◇ Marketing
- ◇ Business Development
- ◇ Business Financing
- ◇ Labour/Human Resources

Specialized task-based or ad-hoc committees may also be established from time to time as required. These may include:

- ◇ Industrial Investment Attraction Partnership Program - Marketing
- ◇ International Relations/Global Logistics

The purpose of the Advisory Committee is to:

- ◇ Engage and involve community leaders from business and industry in planning and carrying out the business of Development Sault Ste. Marie including recruitment of members for the Committee and its respective sub/task committees;
- ◇ Provide advice to the Executive Director that is consistent with plans and on specific matters including client and project development opportunities;
- ◇ Report to the Sault Ste. Marie Economic Development Corporation Board annually
- ◇ Positively promote and represent the work and accomplishments of Development Sault Ste. Marie in the community and among private and public sector stakeholders;
- ◇ Provide support and assistance to Development Sault Ste. Marie in the raising of public and private funds needed to carry out the core business and incremental initiatives.

## ***VI. Staffing/Organizational Structure***

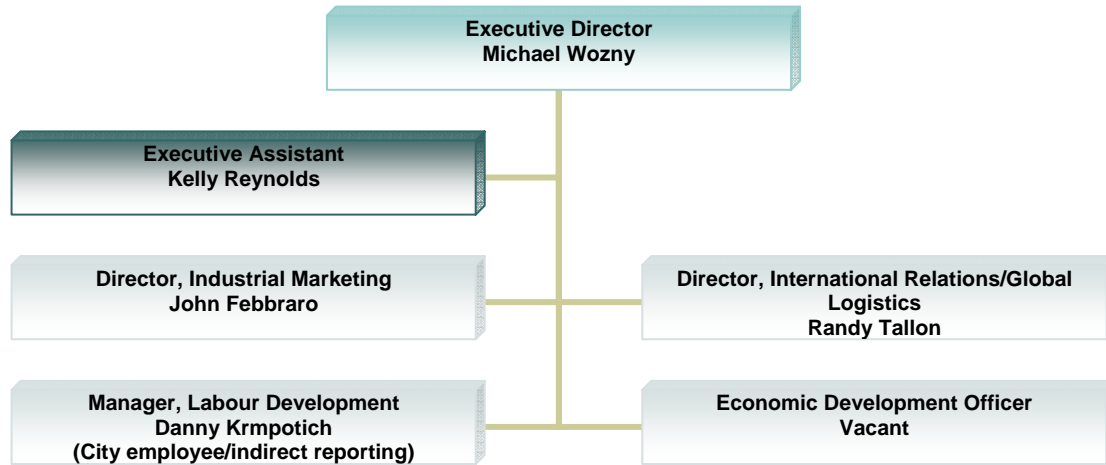
Development Sault Ste. Marie places maximum focus on result-orientated activities, to build the brand and create awareness within the community and among local and external investors.

Development Sault Ste. Marie strives to build a positive and collaborative working relationship with Sault Ste. Marie’s other organizations (e.g. CDC, ULERN, SeA, Sault College, Algoma University, Chamber of Commerce, Innovation Centre) and provides and maintains a working environment that encourages excellence through continuous learning. The staff team ensures proper care of client records and client confidentiality.

<b>Support Services</b>	<b>Deliverables</b>
Utilize services of SSMEDC Corporate for general support of Development Sault Ste. Marie administrative and financial requirements.	Development Sault Ste. Marie is provided administration/finance and general office support (e.g. phones, office, furnishings, fax, and copier use).
Develop and deliver an effective communications strategy to ensure that Development Sault Ste. Marie’s activities and accomplishments are communicated to investors and the larger community.	Maintain and/or build support and awareness among current and targeted investors in the community and Development Sault Ste. Marie; build the reputation of a community that is thriving and growing and strengthen investor confidence.
Encourage sharing of information and skills among programs and program staff.	Create an environment where Development Sault Ste. Marie staff can clearly articulate their respective roles and capacities and move to cross disciplinary capacity building.
Utilize SSMEDC procedures for protection of client records and client confidentiality (e.g. password protection of electronic client files).	Build client confidence and comfort that confidential information is appropriately manage and protected.

Development Sault Ste. Marie is staffed by a core team of five professionals and liason with the City’s Labour Development Manager as identified in the following organizational chart.

### *Development Sault Ste. Marie Staff Organization Chart*



Core professional staff is supplemented by contract staff hired under work experience programs or for project-specific support (e.g. trade missions, major investment project support).

#### **Executive Director**

This position is staffed by an experienced economic development practitioner who is the senior staff member of Development Sault Ste. Marie and reports to the CEO. The Executive Director is the primary staff contact with the Development Sault Ste. Marie Advisory Committee. The Executive Director is responsible for day-to-day management and administration and is also the staff lead on strategic planning, project development/management, economic research, business case development and analysis and project funding.

### **Executive Assistant**

The Executive Assistant coordinates component administrative tasks of a highly complex nature, provides administrative and clerical support for the Executive Director and the Development Sault Ste. Marie team, initiates and recommends changes in procedures as required, provides technical assistance to others and manages complex projects as assigned. The Executive Assistant also performs duties requiring initiative, independence, and confidentiality in more than one of the areas of office management, fiscal management, customer relations or other specialized services and may serve as the lead worker for key initiatives under the guidance of the Executive Director.

### **Director of Industrial Marketing**

This position is staffed by an experienced economic development practitioner who is responsible for the development and implementation of marketing strategies and investment/prospect lead generation and development. This position also engages in client aftercare and in regulatory responsibilities and business case management. This position reports to the Executive Director and is supported by the sub-committee for the Industrial Investment Attraction Partnership Program.

### **Director, International Relations/Global Logistics**

The International Relations & Global Logistics Director focuses on International Relations\Global Logistics to identify, support and develop business, economic growth and job creation opportunities that are based on the export/import of local goods and services to international markets. In addition, this position works towards positioning Sault Ste. Marie and local businesses as point from which international global firms can service the Canadian/North American marketplace

## **Manager, Labour Development**

The Manager, Labour Development works with the Executive Director as required and is staffed by a labour development specialist who is responsible for supporting new and existing business labour requirements in partnership with Team Sault Ste. Marie. This position is employed by the City of Sault Ste. Marie and services are utilized by Development Sault Ste. Marie on an as need/project-by-project basis.

## **Relationship/Interaction with Other Sault Ste. Marie Economic Development Corporation Divisions**

The operating divisions of Sault Ste. Marie Economic Development Corporation are mandated to provide a full roster of programs and services in support of economic development and growth in Sault Ste. Marie.

Development Sault Ste. Marie operates concurrently and seamlessly with the other operating divisions of the Sault Ste. Marie Economic Development Corporation, namely:

- ◇ Tourism Sault Ste. Marie (tourism marketing services);
- ◇ Enterprise Sault Ste. Marie (business startup and support services to youth and small and medium sized enterprises).
- ◇ Corporate Services (strategic and administrative/financial support and direction from Sault Ste. Marie Economic Development Corporation Corporate Services (CEO, Managers of Finance and Corporate Services)).

Development Sault Ste. Marie works formally and informally with these operating divisions and their respective staff through:

- ◇ Formal briefings/information exchange through monthly Sault Ste. Marie Economic Development Corporation staff meetings;
- ◇ Formal project/opportunity-based protocols which clearly define how the respective divisions will collaborate on specific files;
- ◇ Day to day interaction and consultation among staff.
- ◇ Ongoing liaison via the CEO.

Generally, Development Sault Ste. Marie complements the other Sault Ste. Marie Economic Development Corporation divisions by:

- ◇ Providing advice on client files under the care and management of other divisions;
- ◇ Seeking advice and services on matters concerning tourism marketing;
- ◇ Sharing economic and other data, as well as research undertaken by or in the possession of the respective Division;
- ◇ Taking the lead on investment/development-related matters;
- ◇ Taking the lead on all matters concerning the purchase and/or servicing of municipally-owned industrial lands and/or development of infrastructure (e.g. buildings) for lease back to the private sector;
- ◇ Taking the lead on all matters that may involve private/public sector partnerships including opportunities that will require the direct/indirect financial participation of Sault Ste. Marie Economic Development Corporation;
- ◇ Taking the lead on all matters concerning access to incentive funding available through public sector programs (e.g. FedNor, NOHFC).

Like its counterpart divisions, Development Sault Ste. Marie achieves its own brand within the community and among its client base. At the same time, Development Sault Ste. Marie operates under the Sault Ste. Marie Economic Development Corporation banner and to this end ensures consistency in:

- ◇ Use of the Sault Ste. Marie Economic Development Corporation graphics and Logo;
- ◇ Tracking of client information;
- ◇ Presentation of information via the Sault Ste. Marie Economic Development Corporation [www.SaultCanada.com](http://www.SaultCanada.com) website.

### ***C. Current Organizational Responsibilities***

Development Sault Ste. Marie provides a continuum of professional development services in support of attracting and realizing new private sector investment and job creation in Sault Ste. Marie. This is delivered through four strategies:

1. Industrial Investment Attraction – Marketing
2. Investment Support
3. International Relations/Global Logistics
4. Labour Development

#### **Industrial Investment Attraction - Marketing**

##### ***Objective***

The Industrial Investment Attraction Partnership Program (IIAPP) is the marketing and primary lead generation and investment initiative. IIAPP, through the Director of Industrial Marketing, is often a client's first contact with the Sault Ste. Marie Economic Development Corporation and is responsible for seeking out and/or receiving, qualifying and servicing potential clients/prospects. IIAPP promotes Sault Ste. Marie's competitive strengths to decision makers from local and external companies within priority sectors. IIAPP continues to work closely and collaboratively with firms that have an interest in growing and/or establishing in Sault Ste. Marie. Development Sault Ste. Marie continues to expand their client data base, spanning over many sectors.

Development Sault Ste. Marie solicits and/or receives, qualifies, and services potential clients/prospects by:

- ◇ Developing and delivering targeted marketing strategies for Development Sault Ste. Marie priority sectors;
- ◇ Developing, maintaining current, and distributing relevant print and electronic marketing materials;
- ◇ Promoting Sault Ste. Marie to potential investors through attendance at relevant national and international business trade shows, market places and forums;
- ◇ Developing standardized/customized presentations and information packages for prospective investors including organization of community visits;
- ◇ Working closely with key site selection personnel in evaluating and confirming Sault Ste. Marie as a preferred location for investment (e.g. through facilitating and/or participating in feasibility studies, business plans and transportation/logistics studies);
- ◇ Identifying and facilitating the development of business-to-business relationships that are supportive of client needs;
- ◇ Conducting client visits to identify potential growth-related needs and opportunities (e.g. technology transfer);
- ◇ Generally supporting and managing the client relationship to the point that the client is ready to make a commitment or conditional commitment (e.g. subject to securing funding, land, etc.) to proceed with an investment in Sault Ste. Marie;
- ◇ Engaging in client aftercare and in regulatory responsibilities and business case management.

Strategies	Targets/Outcomes
To actively promote Sault Ste. Marie's competitive advantage to targeted, qualified firms in the Development Sault Ste. Marie target sectors.	To secure an initial commitment to invest in Sault Ste. Marie (i.e. letter or intent, feasibility study).
Leverage the base marketing budget provided by the City of Sault Ste. Marie through the development of benefit-driven partnerships with the public sector (e.g. FedNor, NOHFC) and the private sector (e.g. through sponsorships, participation fees).	Leverage a total of \$400,000 over the next 2 years that may be comprised of the following: <ul style="list-style-type: none"> <li>○ 25-50% NOHFC;</li> <li>○ 25-50% FedNor;</li> <li>○ 10-20% through private sector partnerships/sponsorships.</li> </ul>
Update marketing materials to reflect Development Sault Ste. Marie's identity and services and to capture new target sectors.	Updated portfolio of print and electronic marketing materials including sector-specific publications.
Maintain a current understanding of the site selection process and working relationship with key site selection personnel in government and private sector.	Ensure that Sault Ste. Marie is "on the radar screen" of key site selection personnel in target sectors and that Development Sault Ste. Marie is ready and able to respond to RFP's in a timely manner.
Complete and maintain current the economic site locator database on the SSMEDC website and conduct strategy marketing activities.	Be able to provide clients with easily retrievable current information on locally available commercial/industrial land and buildings to potential investors.
Update and maintain profiles of clients.	Identify interest and opportunities for growth within local firms including interest/capacity in joint ventures or technology transfers.
Continue to ensure Sault Ste. Marie is included in the KPMG Competitive Alternatives Report.	Re-confirm and increase awareness of Sault Ste. Marie's competitive advantages among firms in target sectors. Create a highly effective and credible marketing tool.
Complete and maintain current the "Stats & Facts", "Competitive Advantage" and "International Relations & Global Logistics" prospectus documents in print and electronic format (including on-line access).	Provide for external, expert verification and due diligence of potential opportunities; provide and broker contacts with potential leads in target sectors; develop relevant, customized presentations specific to a firm's specific sector.

## **Investment Support**

### ***Objective***

Investment Support is Development Sault Ste. Marie's lead on client files once a client has made a commitment or conditional commitment to proceed with an investment opportunity in Sault Ste. Marie. Investment Support services engages with and/or support the client in matters such as:

- ◇ Business case development and analysis;
- ◇ Advanced due-diligence and risk management analysis;
- ◇ Work with venture capital organizations, international financiers and bankers, private investors and national banks/credit unions in brokering project financing
- ◇ Negotiating and contracting the terms of any public/private sector partnerships (e.g. Sault Ste. Marie Economic Development Corporation, government, private sector);
- ◇ Concluding lease or purchase arrangements for lands and buildings;
- ◇ Negotiating and concluding arrangements for site development and servicing including coordination of efforts with utility providers;
- ◇ Identifying, evaluating, applying for government incentive funding at all levels;
- ◇ Liaison with City, regulatory agencies and other government officials for purposes of regulatory permits, approvals;
- ◇ Strategic planning.

Investment Support also acts as the lead on the development and maintenance of key investment data/reports. Data collection functions are supported by other Development Sault Ste. Marie programs and other Sault Ste. Marie Economic Development Corporation divisions.

Strategies	Outcomes
Focus on “deal-closing” activities associated with client files developed by the IIAPP.	Secure a firm/final commitment to invest in Sault Ste. Marie (i.e. signed lease/purchase agreement, public announcement, etc.)
Remain current working knowledge and positive working relationship with key public sector financial incentive programs and private sector equity/lenders that are relevant to our targeted sectors.	Ensure clients are aware of and able to access/package a portfolio of incentive programs, thereby improving Sault Ste. Marie’s competitive edge. Successfully facilitate client access to government & private sector programs for pre-development and development-related costs.
Investigate project management systems/software to ensure fully planned and timely implementation of new investments.	Ensure the implementation of new investment opportunities are well planned, budgeted and executed.
Build a collaborative working relationship with major providers of infrastructure and utilities and their respective key personnel.	Ensure that costs, timeframes, and processes for provision of services and utilities are clearly understood and communicated to clients.
Build a collaborative working relationship with key regulatory and approval authorities. Assist clients with navigating through “red tape”.	Ensure that regulatory agencies and organizations are aware of and “buy-in” to Development Sault Ste. Marie’s initiatives and opportunities. Anticipate and ensure clients are aware of and prepared for regulatory/approval requirements.
Establish a roster of sector specialists in Development Sault Ste. Marie target sectors that can be called on to assist with the identification, evaluation and development of investment opportunities.	Ensure that key baseline data is relevant to site selectors and is available and accessible in a standardized and customizable format.
Utilize best practices on business case development and financing options.	Ensure companies get “best deal possible” through combination of efficient operations and unique project funding.

## **International Relations/Global Logistics**

### *Objective*

International Relations & Global Logistics was formally established at the beginning of 2007 and will be SSMEDC's lead on international relations, global logistics, sister city arrangements, import/export-related business and economic growth opportunities, including inbound and outbound missions. The 2009-2011 version of the International Relations & Global Logistics Strategy will continue to be the initial point of contact for clients with a specific need/interest in international export/import trade matters including global logistics. The main focus is to increase our communities tax base and identify and support economic growth and job creation opportunities that are based on the export of local goods and services to international markets. This program positions Sault Ste. Marie and local businesses to be the point from which international global firms can service the Canadian/North American marketplace. This is accomplished through the following activities and services:

- Liaison with inbound and outbound Mission Embassy's to establish working relationships and networks;
- Developing economic, technological partnerships and collectively promoting international understanding and goodwill through Sault Ste. Marie's four sister city arrangements with European Union more specifically Maia, Portugal; Forssa, Finland; Dundalk, Ireland and Sault Ste. Marie, Michigan and planning for three potentially new arrangements in Bergamo, Italy; Shenzhen, China and Greenville, South Carolina
- Assisting local firms to identify and evaluate potential import/export markets;
- Assisting local businesses to develop and implement import/export plans and access available funding to support same (e.g. in partnership with North Eastern Ontario Trade Advisors, etc.);
- Populating and maintaining international relations & global logistics within the Development Sault Ste. Marie client management system;

- Maintaining a current knowledge database of the business focus and trade readiness and capacity of local firms with a view to facilitating matches to potential global opportunities;
- Supporting ethical approaches and cultural aspects of international business, innovation and creativity through cultural and sport exchanges to build common strengths and partnerships;
- Developing and implementing effective internal and external communications plans to disseminate information concerning international relations activities;
- Work with organizations such as Export Development Canada and others for export opportunities.

This program delivers on the International Relations and Global Logistics Strategy and will work closely with funding partners such as the Department of Foreign Affairs and International Trade (DFAIT), Ministry International Trade & Investment (MITI), Ministry Northern Development & Mines (MNDM), FedNor – Industry Canada and Export Development Canada (EDC) through its International Trade Advisory Services program within Community Futures Development Corporations and will focus service primarily on export initiatives.

*The International Relations & Global Logistics strategy is the SSMEDC's lead on:*

- ◇ Generating and developing international relations
- ◇ Global logistics for business-to-business economic development opportunities
- ◇ Establishing and maintaining Sister City arrangements
- ◇ Import/export-related business and economic growth opportunities including the development of inbound and outbound trade missions and exploratory missions
- ◇ Responding as the contact for new clients with a specific need/interest in international export/import trade matters including global logistics

Strategies	Outcomes
Liaise with international embassies and continue working towards establishing relationships and networks including the coordination, evaluation, and follow-up of incoming or outgoing trade missions.	Continue to establish working relationships and networks including coordination, evaluation, and follow-up
Develop and implement effective internal and external communication strategy/plan to disseminate information concerning international relations activities. Develop good news stories on the SSMEDC website and SSM Chamber of Commerce Newsletter, Business Today.	Ensure effective communication between Development Sault Ste. Marie and other organizations.
Develop and maintain a current knowledge/data base of the business focus and trade readiness and capacity of local firms with a view to facilitating matches to potential global opportunities.	Identify interest, opportunities and capacity in joint ventures.
Assist local firms to identify and evaluate potential export/import markets and assist these same local firms to develop and implement import/export plans and access available funding to support same (e.g. NEBS, PEMD).	Provide service and assist local firms to create plans and access funding.
Identify and promote potential trade and technology transfer-related opportunities through various forms of research including attendance at international industry trade events and matching opportunities with local firms.	Key leads for pursuance and economic opportunity.
Assist and represent SSMEDC with Immigration Recruitment Incentives and take an active role on Community Immigration, Recruitment and Retention Strategy Committee to address labour shortages.	Increased access and ease of people relocating to Sault Ste. Marie.
Continue and promote international understanding and goodwill through Sault Ste. Marie's four sister city arrangements with European Union more specifically Maia, Portugal; Forssa, Finland; Dundalk, Ireland and Sault Ste. Marie, Michigan and planning for three potentially new arrangements in Bergamo, Italy; Shenzhen, China and Greenville, South Carolina	Business to business opportunities in Sault Ste. Marie.

## **Labour Development Program (Conducted through the City of Sault Ste. Marie)**

### *Objectives*

Development Sault Ste. Marie uses the services of this program on an as-needed, case-by-case basis to help solidify business retention and expansion. Labour Development is Development Sault Ste. Marie's lead on matters concerning the recruitment and training of new hires by local business and industry that are establishing, expanding, or replacing their local workforce. This is accomplished by maintaining current indicators/statistics on labour market information for Sault Ste. Marie and area and by maintaining current working knowledge on external organizations and programs.

This is accomplished through the following activities and services:

- ◇ Maintaining current indicators/statistics on labour market information for Sault Ste. Marie and area (e.g. EI and Ontario Works caseloads, major employers, skills capacities/availability, and wage rates);
- ◇ Maintaining current working knowledge on external organizations and programs that are mandated to provide services and funding for training and wages;
- ◇ Assisting companies with significant hiring events by collaborating with "Team Sault Ste. Marie" on the organization and delivery of "hiring halls", preliminary screening, and interviewing of candidates;
- ◇ Providing information on and assisting clients with the preparation of applications to various wage and training-related incentive/support programs (e.g. Ontario Works, Job Connect);
- ◇ Facilitating the development of and/or supporting existing industry associations with the identification and response to significant labour-related issues (e.g. trades shortages/training);
- ◇ Serving as the lead on up-side (growth) and down-side (down-sizing) labour adjustment events.

<b>Strategies</b>	<b>Outcomes</b>
Maintain current working knowledge and positive working relationships with key public sector employment incentive programs that are relevant to our targeted sectors.	Ensure clients are aware of and able to access/package a portfolio of labour-related incentive programs thereby improving Sault Ste. Marie's competitive edge.
Maintain current working knowledge and positive working relationships with key organizations on matters related to labour relations and immigration/labour law.	Ability to advise clients on the full spectrum of labour-related matters when establishing and/or growing a business in Sault Ste. Marie.
Maintain positive and collaborative working relationships and open communications with the local labour organizations (e.g. trade unions).	Ensure the labour community is engaged in and supportive of Development Sault Ste. Marie efforts.
Maintain a close working relationship/alliance with the Team Sault Ste. Marie Organization.	Maintain current and coordinate/collaborate with other labour development agencies.
Continue as the catalyst/coordinator for the local "Customer Contact Centre" association/committee.	Support Sault Ste. Marie's contact centre sector with human resource issues and challenges.
Support new/growing firms in identifying training needs/solutions in collaboration with Sault College and Algoma University.	Optimize the use of the available local workforce to fill new employment opportunities. Establish Sault Ste. Marie as a leader in providing specialized niche training in growth sectors.
Continue to support major hiring events through the provision of recruitment support/hiring halls in collaboration with Team Sault Ste. Marie.	Provide a value-added service to employers thereby further enhancing Sault Ste. Marie's competitive advantage.
Utilize and/or facilitate the development of industry/sector-based committees in response to common labour-related challenges.	Contribute proactively to the continued viability and future growth of existing companies and employment base.

## **D. Accountability**

### **Return on Investment**

To this end, a number of key indicators are tracked and reported on, including:

- ◇ Development Sault Ste. Marie activities and interventions (indicators that are within the control of Development Sault Ste. Marie);
- ◇ Growth-related outcomes (indicators that are ultimately under the control of Development Sault Ste. Marie clients);
- ◇ Business activity statistics (see appendix).

The Development Sault Ste. Marie Advisory Committee and staff are dedicated to ensuring an acceptable return on investment of funds committed to the Division by the City of Sault Ste. Marie and its other partners from the private and public sectors. Achieving and demonstrating an adequate return on investment is important to ensuring economic development and growth for Sault Ste. Marie, as well as continued and expanded financial support for Development Sault Ste. Marie. As a general principal, Development Sault Ste. Marie must demonstrate returns/outcomes that exceed the investments made by its financial partners. Equally important are the economic development activities that are essential but considered immeasurable time.

### **Monitoring & Reporting**

Efficient and relevant monitoring systems are essential to ensuring that Development Sault Ste. Marie is able to demonstrate a positive return on investment for its clients and investors. Development Sault Ste. Marie will utilize primary tools for monitoring and recording activities and outcomes. Economic development reports will be produced bi-monthly identifying projects, progress, investment and issues.

Executive Director Reports provide a means of monitoring the progress of Development Sault Ste. Marie targets and outcomes. All reports for funding programs must also comply with the requirements as set out in the FedNor/Northern Ontario Heritage Fund Corporation or other agencies funding agreement reporting criteria.

Client information files provide a current and comprehensive summary of client data and activities. Electronic client files will be password protected and only accessible by Development Sault Ste. Marie staff.

Development Sault Ste. Marie contributes to monthly and annual reports as required by the SSMEDC Board of Directors. Development Sault Ste. Marie also prepares any other funding agreements as required by government agencies.

## *Appendix*

### **Business Activity Statistics**

<i>Activity</i>	<i>2006</i>	<i>2007</i>	<i>2008</i>
Media Releases / Media Interviews	12	15	21
Projects, Task Committee Meetings Attended	474	573	595
Client Consultations	105	231	331
Presentations, Workshops Training Sessions	17	25	30
Grand Openings Attended	4	18	15
Phone Calls Received at Direct Line	4,825	5,549	5,750
Industrial Tours	11	42	45
Client Outreach Visits	72	150	170
Emails Received at Direct Address	9,700	17,388	22,316
Emails Received Through Reception	195	160	130
Business, International Relations Strategy and SSM Competitive Advantage Kits Distributed	500	875	1,650
Convention Groups Trade Shows Attended	3	31	34
Presentation, Workshops, Seminars Hosted by SSMEDC	3	12	15
Walk-in Traffic	61	120	70
Number of Companies Researched	200	255	425