



An Active and Vibrant Community for Generations to Come

STRATEGIC PLAN 2024-2027



APRIL 2024

MESSAGE FROM THE CHAIR AND PRESIDENT

Slemon Park has a proud history of contributing to wealth and job creation in Prince Edward Island. This success has resulted from the dedication and hard work of many contributors.

Slemon Park Corporation's 2024-2027 Strategic Plan presents a roadmap to build on the many successes to-date and for Slemon Park to continue providing long-term economic strength for the province. Guided by this plan, Slemon Park will enhance prosperity through strategic partnerships and investments. We will focus on world-class aerospace, on public safety training, as well as on greater utilization of the available commercial and residential lands at Slemon Park.

As we look to the future, we see continual change and opportunity for Slemon Park. We also see the need for infrastructure renewal.

Thank you for your continued support as we embark on the next three years of charting the course for Slemon Park. The growth and long-term sustainability of Slemon Park is only possible with the continued support of the many public, private and not-for-profit partners and the valued staff who make it all happen.



Dr. Tim Ogilvie
Chair, Board of Directors
Slemon Park Corporation



Shawn McCarvill
President
Slemon Park Corporation



SLEMON PARK

2024-2027 Strategic Plan

Vision






An Active and Vibrant Community
Building Prosperity for Islanders

Purpose

To create prosperity and sustainable quality jobs in Prince Edward Island by leveraging the assets of Slemon Park and facilitating strategic private and public sector economic development investments in aerospace, training, and commercial and residential development.

Guiding Principles

- Focus on our people – customers and employees
- Take a balanced approach to risk-taking
- Be financially self-sufficient to support reinvestment in our assets
- Lead with foresight and act with the speed of business
- Facilitate private sector business opportunities

				
World-Class Aerospace	Public Safety Training	Commercial Development	Residential Development	Sustainable Community
<ul style="list-style-type: none">• Retain and support world-class aerospace customers• Attract complementary businesses	<ul style="list-style-type: none">• Support and enhance current public safety programs and partnerships• Strategically invest in campus infrastructure	<ul style="list-style-type: none">• Support commercial customers• Strategically partner on complementary and impactful development	<ul style="list-style-type: none">• Improve home quality and quality of life for Slemon Park residents• Leverage strategic partnerships to support new development	<ul style="list-style-type: none">• Deliver on continuous improvement and service excellence• Ensure the sustainability of infrastructure and operations• Implement energy efficiency and renewable energy initiatives• Build Slemon Park brand awareness

CONTENTS

BUILDING FOR THE FUTURE	1
CORPORATION OVERVIEW	2
STRATEGIC SUMMARY	4
Vision	4
Purpose	4
Guiding Principles	4
STRATEGIC PRIORITIES FOR 2024-2027	4
World-Class Aerospace	5
Public Safety Training	6
Commercial Development	7
Residential Development	8
Sustainable Community	9

POWERED BY:



BUILDING FOR THE FUTURE

The evolution of Slemon Park from an air force base to an engine of economic development is a unique success story in Canada. The legacy and history of Slemon Park Corporation (SPC) is in aerospace and training. SPC wants to build on this legacy and ensure Slemon Park continues as an active and vibrant business and residential community for many generations to come.

Slemon Park is founded on the tradition of RCAF Station Summerside, established in 1941 and renamed Canadian Forces Base (CFB) Summerside in 1968. When the closure of CFB Summerside was announced in 1989, key stakeholders came together to define a future for the former air force base; in 1992 the property was transferred to the newly formed Slemon Park Corporation.

Today, almost 1,100 people work at Slemon Park, mostly in aerospace and public safety training, generating more than \$65 million in wages and \$300 million in export sales annually. The homes and commercial space were significantly unoccupied in 1992. In 2024, the homes are fully occupied and the commercial space is substantially fully occupied. Most of the former air force base buildings have been converted to successful new uses, and many buildings that were beyond their useful lives have been demolished, leaving valuable serviced and un-serviced land available for future residential and commercial development.

A second generation of Islanders has been born since the closure of CFB Summerside. The major building and infrastructure assets of Slemon Park, including its water and wastewater utility and its airport runway and taxiways are now 32 years older than when they were acquired. The property needs continual and increasing reinvestment in its water and wastewater lines, wastewater treatment plant, runways, taxiways, roofs, building envelopes and HVAC systems to ensure it continues to thrive and develop for the benefit of these generations.

The following Strategic priorities have been identified for the next three years:

- World-Class Aerospace
- Public Safety Training
- Commercial Development
- Residential Development
- Sustainable Community

These priorities are foundational to the vision for Slemon Park as **An Active and Vibrant Community Building Prosperity for Islanders** – for the next three years and for generations to come.

CORPORATION OVERVIEW

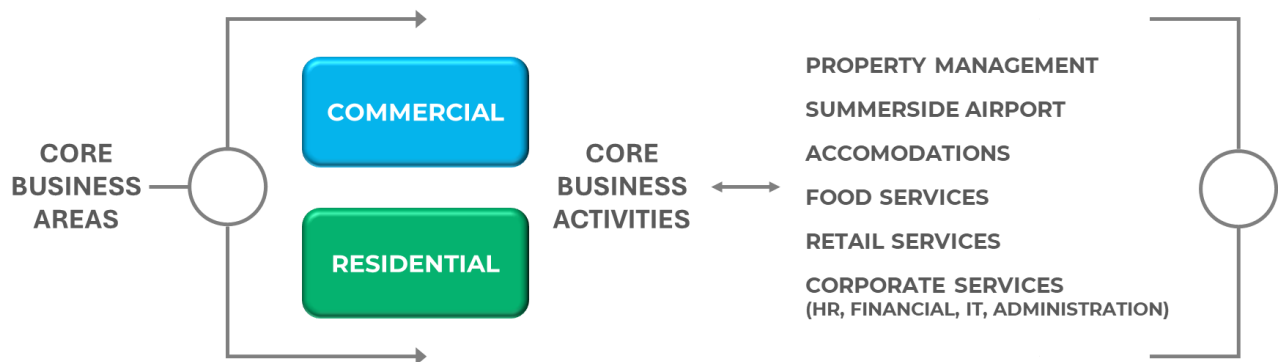
Slemon Park Corporation (SPC) is an economic development corporation with a mandate to create prosperity and sustainable quality jobs in Prince Edward Island by leveraging the assets of Slemon Park and facilitating strategic private and public sector economic development investments in aerospace, training, and commercial and residential development.

SPC is owned by the provincial government (as a subsidiary of Island Investment Development Inc.) and operates as a self-sustaining for-profit corporation reporting to an independent Board of Directors. SPC generates profits for reinvestment in development that will contribute to more wealth and the creation of more jobs.

SPC carries out its role through strategic partnerships and management of important assets that make a significant contribution to the local and provincial economy. Through these efforts, SPC is engaged with the Island community and mindful of the priorities of the provincial government.

Core Business Areas

SPC carries out its mandate through the following core business areas and activities:



Strategic Development

- More than 30 separate commercial buildings and 265 residential housing units are managed by Slemon Park on its 1,400 acres of developed and undeveloped land.
- Over 800,000 square feet of commercial space of which 75% is prime commercial space.
- More than 35 commercial organizations are located at Slemon Park, occupying over 95% of its prime commercial space.
- Almost 1,100 people are employed at Slemon Park, an increase of 15% from 2016 levels, with more than an estimated \$65 million in payroll generated for Prince Edward Islanders, their families, and their communities.

World-Class Aerospace

- Slemon Park is the focal point for the development of the aerospace industry in Prince Edward Island.
- Aerospace is a major industry in PEI with one of the top Provincial exports being aircraft engines and engine parts.
- A 2019 economic impact study reported that Slemon Park organizations contributed over \$140 million or 2.6% to the provincial GDP and \$27 million in tax revenue.

Training Destination

- Holland College's Atlantic Police Academy (APA) has been located at Slemon Park since 1993.
- In 2019, Slemon Park in partnership with APA became the site of the National Satellite Training Academy for Correctional Service Canada (CSC) in the training of federal correctional officers.
- In 2022, Slemon Park also became the primary national site for the training of Department of Fisheries and Oceans officers.
- More than 40,000 training days were delivered at Slemon Park by APA, CSC, RCMP, Parks Canada, DFO, RCAF, DND and other organizations in 2023.

Accommodations and Food Services

- Slemon Park Corporation provided 21,300 room nights and served 164,000 meals in 2023, increases of 75% (room nights) and 75% (meals) over 2021 activity levels.

Residential Community

- Slemon Park is home to more than 245 families, living in quality and affordable two, three and four-bedroom houses and duplexes.
- Recently, Slemon Park added twelve new one-story two-bedroom homes to the "Living Made Easy" community.

STRATEGIC SUMMARY

Vision

An Active and Vibrant Community Building Prosperity for Islanders

Purpose

To create prosperity and sustainable quality jobs in Prince Edward Island by leveraging the assets of Slemon Park and facilitating strategic private and public sector economic development investments in aerospace, training, and commercial and residential development.

Guiding Principles

- Focus on our people – customers and employees
- Take a balanced approach to risk-taking
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- Facilitate private sector business opportunities

STRATEGIC PRIORITIES FOR 2024-2027

- World-Class Aerospace – Support world-class aerospace customers and attract complementary businesses
- Public Safety Training – Establish Slemon Park as a leading national Public Safety Training Campus
- Commercial Development – Strategically partner to support development
- Residential Development – Enhance and expand residential community
- Sustainable Community – Continue building a community that will evolve, adapt, thrive, and endure

PRIORITY

WORLD-CLASS AEROSPACE

AREAS OF FOCUS

Retain and support
world-class aerospace
customers

Attract complementary
businesses



GOAL

Support world-class aerospace customers and attract complementary businesses

The primary focus will be to support the retention and development of existing world-class aerospace companies located at Slemon Park. The Corporation values the opportunity to provide a competitive and cost-efficient business environment, with unique assets such as the Summerside Airport and quality hangar space.

STRATEGIES

1. Invest in strategic building and other infrastructure to support the long-term success and growth of aerospace customers.
2. Collaborate with aerospace companies on energy reduction solutions and other opportunities that support their business and growth.
3. Work with aerospace companies and Innovation PEI to identify and attract complementary businesses and supports.
4. Optimize the use of the Summerside Airport, including the exploration of the feasibility of a pilot training school.



PRIORITY

PUBLIC SAFETY TRAINING

AREAS OF FOCUS

Support and enhance current public safety programs and partnerships

Strategically invest in campus infrastructure



GOAL

Establish Slemon Park as a leading national Public Safety Training Campus

Slemon Park, as the home of the Atlantic Police Academy, has grown significantly since 2019 as a comprehensive training campus, offering a full range of facilities and services to public safety organizations. Slemon Park has the potential to continue to grow and develop as a training centre of national importance.

STRATEGIES

1. Build awareness of Slemon Park as a leading public safety training campus, including through increased support of federal and provincial governments.
2. Continue to strategically partner with the Atlantic Police Academy to retain existing public safety programs and attract more programs to the Slemon Park campus.
3. Modernize and expand accommodations capacity for training students and work with Atlantic Police Academy/Holland College on technology advancements at Slemon Park.



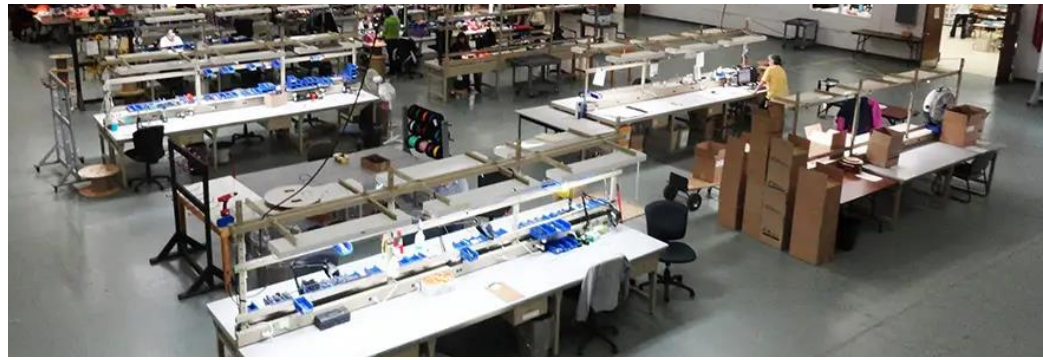
PRIORITY

COMMERCIAL DEVELOPMENT

AREAS OF FOCUS

Support commercial customers

Strategically partner on complementary and impactful development



GOAL

Strategically partner to support development

Slemon Park is a globally competitive business park that provides a supportive environment for commercial customers. The Park has attracted manufacturing and service businesses representing various sectors such that its commercial space is substantially fully occupied.

Slemon Park Corporation will work with partners on new opportunities, including for further development of fully serviced and un-serviced commercial land. These efforts will include contributing to the City of Summerside economic development priorities and seeking opportunities for synergy with other business parks in support of the greater prosperity of the province.

STRATEGIES

1. Support commercial customers in addressing their energy reduction solutions and other opportunities that support their business and growth.
2. Strategically partner with the public and private sectors to support development of the fully serviced and un-serviced lots on Cannon Drive and other parts of the property.
3. Focus future commercial development on organizations providing higher than average wages and whose operations complement and enhance the existing business and residential community.



PRIORITY

RESIDENTIAL DEVELOPMENT

AREAS OF FOCUS

Improve home quality and quality of life for Slemon Park residents

Leverage strategic partnerships to support new development



GOAL

Enhance and expand residential community

Slemon Park is an established residential community with exceptional amenities and on-site services. The Corporation will continue to improve the maintenance and curb-appeal of the homes as well as their energy efficiency.

Slemon Park Corporation will explore residential development opportunities that help to address the needs of Islanders and align with the Corporation's mandate.

STRATEGIES

1. Perform building condition assessments on the homes to consider improvements to building envelopes, interiors, electrical service capacity and energy efficiency.
2. Establish a residential advisory council to support residents in building a more safe, vibrant, and active community.
3. Pursue development opportunities for serviced and un-serviced residential land through strategic partnerships with the Province of PEI, the City of Summerside and the private sector.

PRIORITY

SUSTAINABLE COMMUNITY

AREAS OF FOCUS

Deliver on continuous improvement and service excellence

Ensure the sustainability of infrastructure and operations

Implement energy efficiency and renewable energy initiatives

Build Slemon Park brand awareness



GOAL

Continue building a community that will evolve, adapt, thrive and endure

Slemon Park Corporation has been operating a former military base property for 32 years. Slemon Park now has its own identity on PEI as a business and residential community, and as a great place to work, live and learn.

SPC has a responsibility to sustain critical infrastructure, deliver quality services and facilities, and support the financial and environmental sustainability of the Slemon Park community.

STRATEGIES

1. Continue to foster and build a culture of continuous improvement and service excellence where people – customers and employees – are valued.
2. Focus on operational sustainability in terms of property infrastructure, human resource, financial, investment, environmental, and risk management perspectives.
3. Make essential and sustainable investments in infrastructure.
4. Successfully implement energy efficiency initiatives that reduce costs and GHG emissions and help the Province of PEI achieve Net Zero by 2040.
5. Strengthen awareness by key stakeholders of the value of Slemon Park as well as its challenges and opportunities.