



## **Initiative Orientation**

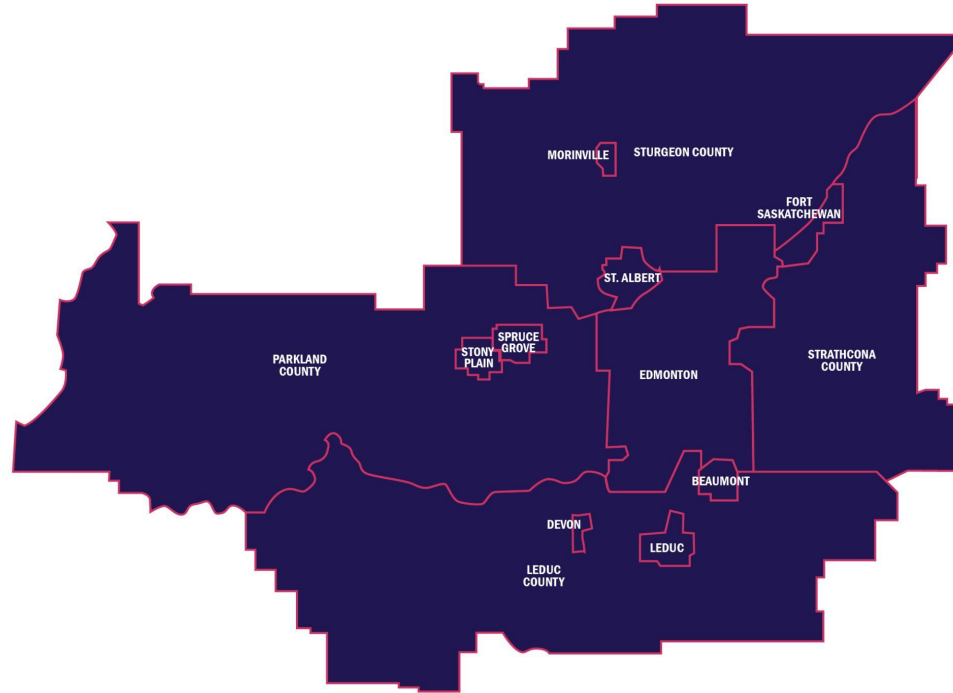
UPE1044

Urban Planning & Economy

February 22, 2022

# Edmonton Metropolitan Region

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# CED Overview

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Highlights of the CED Initiative

# CED Overview

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- Economic development contributes to a **region's economic diversity** and resilience by **attracting new businesses** and **jobs**
- Regional economic development **can reduce** intermunicipal competition, boost competitiveness, attract investment and generate more direct revenue for local governments
- CED is a **positive opportunity** for the region to work together to drive our economy forward, create jobs, support economic recovery and future growth by making the region more attractive for business investment

# CED Overview

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- **Competitive offering** tailored to meet business investment needs and attract non-residential growth and investment opportunities
- Produce an approach to **jointly develop** shovel ready land and incentivize businesses to locate there
  - Establish business appropriate infrastructure, utilities and service levels
  - Reduce red tape and costs to business by streamlining service delivery and leveraging municipal strengths
- Develop a **net new revenue sharing mechanism** proportional to level of investment

# Value Proposition

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- Opportunity to **generate revenue** from non-residential growth outside our individual municipal boundaries
- **Attract** large impact investments at lower individual costs
- **Create** more competitive offerings across the region
- **Encourage** responsible growth (EMRB Growth Plan)
- **Reduce** intermunicipal competition

## EDMONTON GLOBAL

***SUPPORTS** in investment attraction*

## MUNICIPAL & SUBREGIONAL EDO & ENTITIES

***COORDINATES & STREAMLINES**  
to enhance investment readiness*

## EDMONTON METROPOLITAN REGIONAL BOARD

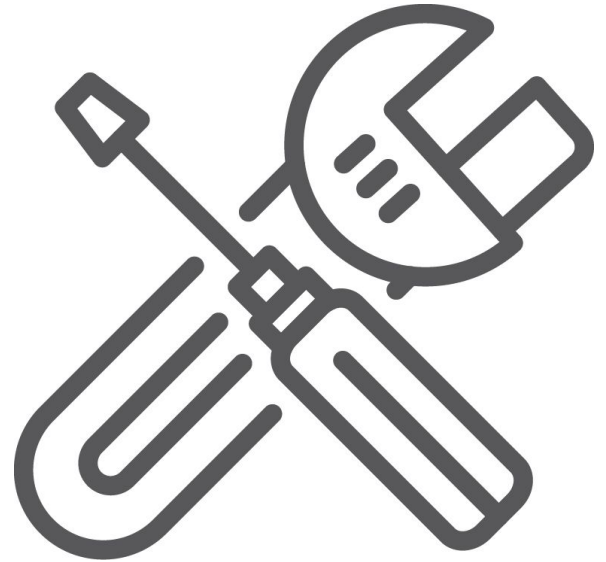
***ALIGNS** with the Growth Plan and Land Use*

# Conceptual Framework

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Together, the partners will:

1. Develop a series of tools and policies to attract additional non-residential business investment. This could include incentives, process improvements, infrastructure investment etc.
2. Identify investment locations throughout the region aligned with key sector opportunities
3. Work with partners to attract businesses to these locations
4. Share the costs associated with getting identified land ready for the business investment
5. Share in the direct benefits from the new business investment, such as property tax revenues



# Memorandum Of Understanding

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Commitment to Develop a CED Framework



# Memorandum Of Understanding

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- Signed April 12, 2021
- Non-binding
- Agreed upon scope is for the development of the framework
- Land development and incentive costs are outside the scope of the MOU and would be a future Council decision
- The framework is being developed so that other partners can participate. Their input will be essential.



# Six Guiding Principles

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By joining this initiative, the partners agree:

1. To share revenue proportionate to level-of-investment
2. To be prepared to invest in property outside of municipal boundaries
3. To focus on attraction and expansion of net new non-residential growth
4. To build upon regional agreements surrounding economic development (e.g. Edmonton Global's key sectors)
5. That all policies and processes in the Focus Areas will be analyzed and optimized whenever possible
6. That participation is voluntary



# **CED Project Update**

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# Project Overview

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- **Working Group** - includes staff from 6 partner municipalities
  - Responsible for the development of project deliverables
- **Liaison Committee** - includes members from all 13 partner municipalities
  - Provides strategic and quality guidance
- **Steering Committee** - is comprised of 13 partner CAOs
  - Provides strategic advice and approves project deliverables
- **Oversight Committee** - is comprised of 13 partner Mayors
  - Provides strategic direction and political guidance

# Project Overview

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## Completed

Phase 1 and Phase 2:

- Memorandum of Understanding
- Communications Plan
- Investment Attraction Best Practices Review and Summary
- Cost and Revenue Sharing Model Review and Recommendations
- Investment Attraction / Incentive Feasibility Analysis and Recommendations



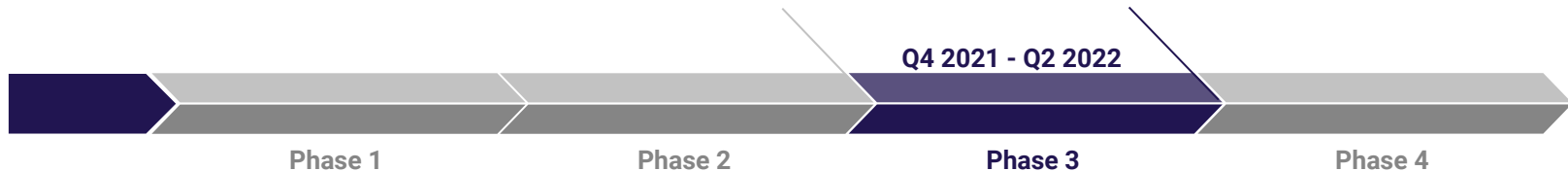
# Project Overview

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## Current Activities

Phase 3:

- Detailed Site Analysis and Selection
- Process Improvement Analysis
- Incentive Framework Development
- Validation of Key Model Assumptions



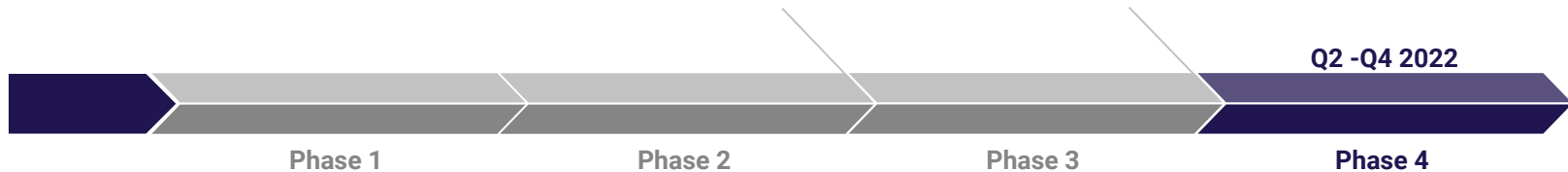
# Project Overview

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## Future Activities

Phase 4:

- Municipal Process Improvement Recommendations
- Financial Modeling
- Implementation Plan
- Project Closure



# Thank You

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Ian Gallagher, Regional Program Manager  
Urban Planning & Economy



# **CED Project Approach**

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Straw Dog of the initiative.

# Location Identification and Selection

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1. Identify potential focus areas based on market demand
  - Determined through validated leads
  - Aligned with Edmonton Global
  - Locations provided by partners
  - Scale of Focus Areas: Quarter Section
  - Location Type: Greenfield / Brownfield
  - Owner: Private / Developer / Municipal

Partners may participate in any investment opportunity regardless of its location



# Location Identification and Selection

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2. Score and rank Focus Areas using an objective and repeatable criteria

Examples:

- Locational advantages
- Site readiness / existing infrastructure
- Aligned with existing plans

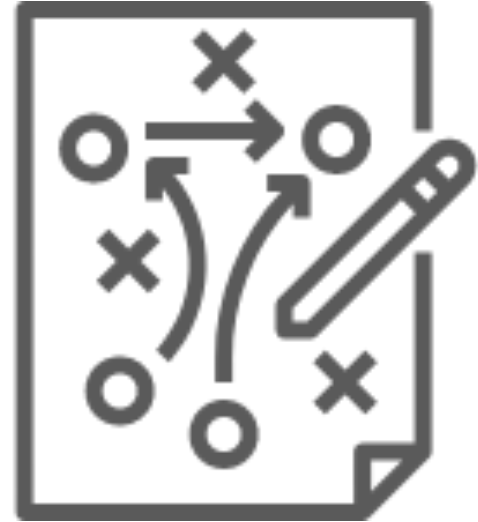


SCORE					

# Location Identification and Selection

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3. Develop a Focus Area Plan to make select locations business ready
  - Identifies infrastructure and servicing needs
  - Identifies possible incentives
  - Number of plans to be determined



# Development and Operation

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4. Plan and determine partners contributions
  - Determine detailed costs
  - Identify contributing partners, based on desire to participate
  - Determine contribution amounts for each participating partner
  - Enter into a legally binding partnership agreement



# Development and Operation

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5. Implement plan and provide continuous optimization/evaluation
  - Collaborate with economic development stakeholders on ways to market focus areas (e.g. Edmonton Global)
  - Implement the Focus Area Plan
  - Operate for the duration of the investment horizon
  - Monitor, evaluate, and report

