

Briefing Note

Title	Collaborative Economic Development Initiative Update
Issue	Regional municipalities participating in the Collaborative Economic Development (CED) initiative in the Edmonton Metropolitan Region have been requested to brief their respective Councils on the initiative.
Proposed Motion(s)	That the Committee accept the Collaborative Economic Development Briefing Note and Presentation as information.
Previous Council / Committee Direction	None.
Report	<p><u>Background Information</u></p> <ul style="list-style-type: none"> Collaborative Economic Development (CED) is an effort by the 13 municipalities in the Edmonton Metropolitan Region to develop an economic development model that provides an opportunity for municipal partners to invest in projects outside of their municipal boundaries and receive a direct return on that investment. The overarching goals of the CED are: <ul style="list-style-type: none"> Attract new non-residential investment to the region; Improve coordination between the municipalities in the region so that investors view the region as cohesive; and Enable businesses to make investment decisions that align with their business needs without making trade-offs (e.g., location, taxes, service levels, etc.). The following six guiding principles are listed for CED within the memorandum of understanding (MOU) guiding this effort. These principles are fundamental to the project. By joining the initiative, the partners agree: <ol style="list-style-type: none"> To share revenue proportionate to level-of-interest; To be prepared to invest in property outside of municipal boundaries; To focus on attraction and expansion of net new non-residential growth; To build upon regional agreements surrounding economic

	<p>development;</p> <p>5. That all policies and processes in the focus areas (potential locations based on demand) will be analyzed and optimized whenever possible; and</p> <p>6. That participation is voluntary.</p> <ul style="list-style-type: none"> • The CED initiative is described as an innovative, scalable model to advance borderless economic growth across the region. It provides a framework for municipalities to invest and share the direct financial benefits (e.g., tax revenue) of jointly developed “shovel ready” land tailored to non-residential investment opportunities. • Recognizing the need to reduce red tape at the regional level and support a “Team Alberta” approach, CED will strengthen existing collaboration efforts and complement the important work being done to attract and support investment. • CED organizers note that this initiative is not intended to create another economic development organization; it has been designed to supplement and coordinate existing economic activities and bridge gaps. The work of CED complements the work done by Edmonton Global through reducing intermunicipal competition (race-to-the-bottom competition) between regional municipalities. As a result, the region’s combined energy can now be directed towards meeting the needs of each investor, increasing jobs, and reducing the regulatory burden on businesses and developers by eliminating duplication of services. • Municipalities can respond quickly to investment opportunities; pooled resources can help leverage development sites to better suit the needs of investors. • The focus is on attracting new high value foreign direct investment into the region. • Work continues on the details of the CED framework to clarify what this initiative would look like in practice. • The framework of the CED initiative is a similar model to what the County is undertaking with the Villeneuve Landing Network. <p><u>External Communication</u></p> <ul style="list-style-type: none"> • Confirmation of this briefing will be provided to CED prime coordinators and the CED Steering Committee. <p><u>Relevant Policy/Legislation/Practices:</u></p> <ul style="list-style-type: none"> • CED Memorandum of Understanding
Implication	<p><u>Strategic Alignment:</u></p> <ul style="list-style-type: none"> • The CED initiative aligns with the County’s strategic priority of reinforcing Sturgeon County “as an internationally competitive and supportive municipality to locate and conduct business.”

	<p><u>Organizational:</u></p> <ul style="list-style-type: none"> There are no anticipated impacts on the organization of this briefing; however, multiple senior Administration members and department personnel support this initiative by attending regular meetings and responding to requests. <p><u>Financial:</u></p> <ul style="list-style-type: none"> A financial commitment is not required for the CED at this time.
Follow Up Action	<ol style="list-style-type: none"> Respond to CED organizers that this briefing has been completed (Development and Strategic Services, January 2022).
Attachment (s)	<ol style="list-style-type: none"> Attachment 1: Collaborative Economic Development Council Orientation Presentation Attachment 2: Collaborative Economic Development FAQs – Council Orientation Attachment 3: Collaborative Economic Development Key Messages
Report Reviewed by:	<p>Travis Peter, Director, Development and Strategic Services</p> <p>Reegan McCullough, County Commissioner – CAO</p>

Strategic Alignment Checklist

Vision: *Offering a rich tapestry of historical, cultural, and natural experiences, Sturgeon County is a municipality that honours its rural roots and cultivates desirable communities. Uniquely situated to provide world-class agricultural, energy, and business investment opportunities, the County prioritizes responsible stewardship and dreaming big.*

Guiding Principles: Collaboration | Accountability | Flexibility | Excellence | Safety | Future Readiness | Affordability | Innovation

Community Outcome	Not consistent	Consistent	N/A
Planned Growth			
<ul style="list-style-type: none"> Internationally competitive to attract, grow and sustain diverse businesses; tenacious focus on new growth and innovation 	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>
<ul style="list-style-type: none"> Modern broadband and digital capabilities 	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>
<ul style="list-style-type: none"> Low cost, minimal red-tape regulations 	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>
<ul style="list-style-type: none"> Reliable and effective infrastructure planning; comprehensive land use and infrastructure planning 	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>
Thriving Communities			
<ul style="list-style-type: none"> Beautiful, surprising places with high standards; integrated natural spaces & trail systems; healthy and resilient 	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>
<ul style="list-style-type: none"> Engaging cultural, historical, and civic amenities; strong community identity and pride 	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>
<ul style="list-style-type: none"> Safe, welcoming, and diverse communities; small community feel and personal connection; commitment to high quality of life 	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>
Environmental Stewardship			
<ul style="list-style-type: none"> Clean air, land, and water; Carbon neutral municipal practices; circular economy opportunities 	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>
<ul style="list-style-type: none"> Conservation of natural areas and agricultural lands; enhanced greening and biodiversity; safekeeping ecosystems 	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>
<ul style="list-style-type: none"> Sustainable development; partnerships with industry and others to drive emission reductions 	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>
Collaborative Governance			
<ul style="list-style-type: none"> Predictable and stable external relationships; volunteer partnerships 	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>
<ul style="list-style-type: none"> Meaningful connections with Indigenous communities 	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>
<ul style="list-style-type: none"> Ongoing community consultation and engagement; transparent and action-oriented decision making based on sound rationale 	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>
<ul style="list-style-type: none"> Respectful and informed debate; clear and supportive governance processes 	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>
Operational Excellence			
<ul style="list-style-type: none"> Engaged and effective people – Council, Admin and Volunteers; continuous learning and improvement mindset; nimble and bold, with strong leadership 	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>
<ul style="list-style-type: none"> Quality cost-effective service delivery; robust procurement and operational practices and policies; asset management and performance measurement; careful debt and reserve stewardship; long-term financial planning and sustainability 	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>
<ul style="list-style-type: none"> Future focused thinking to proactively respond to emerging opportunities and challenges 	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>
<ul style="list-style-type: none"> Alternative revenue generation and service delivery models integrated strategic and business planning 	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>