



FREQUENTLY ASKED QUESTIONS

Orientation Package

1. Why are we doing this and how is this different?


- Collaborative Economic Development (CED) focuses on the strengths of our existing regional economic development activities and intermunicipal collaboration to strategically attract investment for the economic benefit of all participating municipalities.
- CED is not creating another economic development organization. It has been designed to supplement and formalize regional and sub-regional economic activities and to bridge any gaps identified.
- CED will support Edmonton Global's outbound economic activities by ensuring that new investors have a window into the regulatory and development considerations they need to maximize investment.
- CED supports Edmonton Global's investment international attraction efforts by ensuring competitive location offerings for new investment.
- CED aligns the region's economic groups and partnerships, and grows regional wealth.

2. What are the main goals of CED?

- To allow for regional municipalities and partners to share in investment and tax revenue beyond their municipal boundaries.
- To attract new high value investment to the region.
- To coordinate between the municipalities in the region so that investors view us as a cohesive region working for the region.
- To enable businesses to make investment decisions that align with their business needs without making trade-offs (e.g. location, taxes, service levels, etc).
- To provide an opportunity for municipal partners to invest in projects outside of their municipal boundaries and receive a direct return on that investment.

3. What is CED?

- Through analysis and consultation, CED will:
 - Align with Edmonton Global key sectors and outbound missions.

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- Recommend an array of attractive business-friendly features (e.g. development certainty, general zoning, faster permit processing, financial incentives, expertise sharing, etc.) that will maximize the success of key sectors (and thus grow the region's non-residential tax base)
 - Match key high value sectors to optimal locations that meet their unique needs
 - Pool resources to provide target-sector appropriate infrastructure, utilities and services.
 - CED provides a coordinated approach to ensure joint investing in these areas and sharing in the tax revenue regardless of its jurisdictional location
 - This collaborative project should be a win for businesses, partnering municipalities, and the region as a whole. The analysis will review all sorts of tools that can enhance the business attractiveness of CED areas.

4. How will this work?


- CED is an enhanced tactical process/business model for regional economic development that involves:
 1. A group of willing and motivated partners. Each partner can choose to participate or not on a project-by-project basis.
 2. Identification of sites that match the needs of investors
 3. Commitment from the host jurisdiction to apply special conditions (e.g., faster permitting times) to the development area that are tailored to the investor's unique needs
 4. Joint investment to ensure that the land has all of the supporting infrastructure it needs
 5. Sharing of tax revenue from partners who made investments

5. Who will be involved?

- Municipalities in the region that support the principles of the project and want to be involved. There is strength in being together to leverage our value proposition and create international awareness to the region. Each partner offers their unique value to contribute to the CED focus areas and in turn to enhance the investment attractiveness of our region.
- Participation of non-municipal organizations will be considered later on.

6. What is the proposed governance and voting structure of this project?

- To carry out the development of this initiative, the participating municipalities would establish the following governance structure:

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- Councils / Respective Committees: Final decision-making authority
 - Oversight Committee: Composed of the Mayor (or designate)
 - Steering Committee: Composed of the Chief Administrative Officer (or designate)
 - Working Group: Composed of Administrative Staff
 - Liaison Group: Composed of Administrative Staff from each of the participating municipalities.
- With the exception of the Working Group, each committee will be made up of one or more members from each of the participating municipalities. The Working Group will be made up of administrative staff from participating municipalities but one member from each municipality is not required.

7. What are the resources required to complete this project?

- This is dependent on the level of revenue analysis, potential incentives, the number of partners involved, and the desired timelines for project completion.
- A resource plan and timelines will be developed based on projects and expected returns.
- Resources to complete this initiative will be drawn from existing administrative staff of the participating municipalities.
- The Oversight Committee determines if external resources will be engaged to complete the initiative or portions thereof.

8. Has this been done before?

- Several other municipalities within Canada have partnered to achieve regional and intermunicipal economic outcomes (i.e. Whitecourt / Woodland County, Calgary, County of Wetaskiwin / Town of Millet (JEDI)), however, not to the same scale or depth.

9. Would this project go to the EMRB or Edmonton Global tables?

- Implementation of the CED initiative has not identified leadership or operations.
- CED initiative will be separate from EMRB and Edmonton Global due to its voluntary participation and simplified voting structure.

10. Once the CED initiative is completed and fully developed, what is the next step and who will be identifying what projects will move forward?

- As part of the CED initiative, an implementation plan will be developed to guide the participating municipalities in carrying out collaborative economic development in our region. This plan will guide



the participating municipalities in setting up and establishing CED targeted lands for investment attraction. Participation is voluntary, meaning that it will be up to participating municipalities to determine which focus area projects they would like to advance and partake in.

11. How will this initiative be received by industry?

- The CED initiative is intended to supplement existing processes, not conflict with them. Industry will be an important participant in this initiative. We intend to engage with them later in the project. Participating municipalities will need to work with all participants in our region to better align our level of service to meet the needs and requirements of all businesses.

Orientation Feedback / Additional Questions	
Feedback / Question	Answer
How would incentives be offered to businesses to avoid poaching in the region?	The initiative is not intended to compete with or poach existing businesses in the region. CED will not be involved in private business decisions nor facilitate regional relocations.
What role will this table/project have in advocacy with the provincial government?	The Province is a key stakeholder. Having an established relationship with the Province will assist in addressing Items that arise during the development of the CED framework that require action at the provincial level.
Has a shortage of “shovel-ready” land been identified as a gap in the region? Has Edmonton Global identified this as a barrier to growth and investment in the region?	No, the CED initiative is not just about ensuring there is enough “shovel-ready” land; it is about being investment ready. Together with Edmonton Global, the CED relationship aims to overcome investment barriers.
The SISB model has already been created, why the need for this initiative? Why not just use existing models? How is this an improvement on SISB models developed by consultants?	CED adapts and applies a range of tools, including some that have been identified through the EMRB SISB and Airport Accord models, to attract new investment, enhance the regional economic ecosystem and create new municipal revenue.



12. How will CED include an equity (GBA+) lens?

- The team will apply a GBA+ lens throughout the development of the CED framework.
- This GBA+ analysis will be reflected in the project plan and ultimately integrated into the project deliverables.
- Although the framework is still being developed, the most likely use of GBA+ principles will be in the application of financial and non-financial incentives.
- Prior to receiving any incentive through CED, potential investors will need to demonstrate that they will meet specific criteria to benefit both the regional economy and contribute to the regional community.
 - GBA+ principles will be incorporated into this criteria.
- Some examples of the incentive criteria may include:
 - Number of jobs and expected salary/wage,
 - Meeting supply chain needs and sector alignment,
 - **As well as GBA+ focused items such as:**
 - **[GBA+] Employment of target cohorts (e.g. First Nations, recent immigrants)**
 - **[GBA+] Significant level of ownership from these same groups.**
- Finally, the CED model is inclusive and can thrive with the participation from non-municipal organizations such as First Nations and religious communities.