

Edmonton Metropolitan Region Economic Development Entity

Backgrounder

Activity in 2017

On December 21, 2016 the first meeting of an Interim Board for the Edmonton Metropolitan Region Economic Development Initiative was held at CRB offices.

Interim Board members: Mary Cameron, Chair; Karen Adams, President and CEO Alberta Pensions; Sheldon Hudson, Vice-President, Al-Terra Engineering; Elan MacDonald, Principal, IMPACT Consulting; Reg Milley, Past President & CEO, EIA; Stephen Petasky, Founder and Managing partner, LUXUS Group, and Tracey Scarlett, Dean, JR Shaw School of Business, NAIT.

Ten meetings were held bi-weekly from December 21, 2016:

Starting points :

- VISION:
The Edmonton Metropolitan Region is a business location of choice for global investment, collaboratively built on regional assets
- MISSION:
Together, we strengthen the Edmonton Metropolitan Region's global competitiveness, growth and innovation.
- VALUES:
Innovation, collaboration, sustainability, excellence, respect.
- PRINCIPLES
Inclusive
Respect for local autonomy
One share, one vote
Speak with one voice

Agreed OUTCOMES and its VALUE PROPOSITION of the proposed entity were established.

Drafted and proposed Entity parameters

- ARTICLES
One share, one vote
Initial three year commitment
Three year rolling budget adjusted annually
Shareholders agree in principle to pursue a model of shared cost for share benefit
95% complete, early adopters to finalize upon incorporation

- **FUNDING FORMULA**
Based on assessment and population
Assumes balance may be made up by other levels of government and partners
- **BUDGET PROJECTIONS**
Year One: \$1 million budget, \$500,000 membership contribution
Year Two: \$3 million budget, \$1 million membership contribution
Year Three: \$5 million budget, \$2 million membership contribution
- **REMAINING TIMELINE**
May 2 – Deadline for Comments
May 10 – Send out revised Articles & MOA
May 24 – Early adopters sign on

Following discussion at the February 9, 2017 Board meeting the following motion was approved:

MOTION: That administration and Board Chair work with Government of Alberta Economic Development and Trade, and Municipal Affairs to explore options for Provincial grant funding, and to work with the Federal Government regarding federal funding to assist with regional economic development exploration/formation work and report back to the Board in March.

On April 13, 2017, Minister of Economic Development and Trade, Hon. Deron Bilous announced a \$300K grant for the Board’s current regional economic development initiative to “provide background research to assist with transition from the current incubation phase to the start-up of an independent regional EcDev entity”.

Interim Board members have made presentations to CAOs (January 27), Capital Region Board (February 9 and April 13), AIHA (March 3), GEEDT (March 10). All feedback has been reviewed by the Interim Board.

Interim Board members hosted two public information sessions with legal resources on April 24, 2017 and two information webinars with the same format on April 26 and 27, 2017.

A letter from the Interim Board Chair was sent to explain the process to all regional elected officials on April 28, 2017.

History to 2017

The Capital Region Board (CRB), through its Strategic Plan, recognizes the benefits of regional action to positively impact our global opportunity and identified economic competitiveness as a principle in the Growth Plan Update. On October 3, 2014, CRB hosted an inaugural regional economic development summit, attended by 130 regional stakeholders. The stakeholders considered three major areas in their workshop discussions:

- What does success look like?
- What are the opportunities and challenges for the Capital Region?
- What actions should take place, who should lead, and what is the role (if any) for CRB?

It became apparent that greater regional collaboration is needed, but any movement forward by the CRB in economic development should not impact local municipal or organizational autonomy. The summary of information collected at the Economic Development Summit led to the creation of a Summit Report, which detailed options for moving forward.

On November 13, 2014, the Capital Region Board received two significant reports:

- “Choose to Lead” – a summative report of the research and analysis completed by economist Jeremy Heigh, identifying economic development gaps and issues.
- “The Summit Report” along with four options on how to proceed.

On November 13, 2014, the Board selected Option 3 and passed the following motion:

MOTION: That the Capital Region Board direct CRB administration to implement Option 3 to facilitate collaboration in moving the regional economic development initiative forward.

Option 3 states:

That the Capital Region Board facilitate collaboration with existing organizations and key stakeholders to develop a member/stakeholder-based non-political entity to expedite framework development, collective marketing, economic development planning, and continuing advocacy; and present their finding to the Regional Services Committee and the Governance, Priorities & Finance Committee.

On December 3, 2014, existing regional organizations met to discuss various approaches to organizing the non-political entity and managing the work. This “stakeholder-based non-political entity” became the Economic Development Steering Committee, comprising the following members:

- Alberta Industrial Heartland Association - Neil Shelly, Executive Director
- Edmonton Chamber of Commerce - Janet Riopel, President & CEO
- Edmonton Economic Development Corporation - Brad Ferguson, President & CEO
- Edmonton International Airport - Tom Ruth, President & CEO
- Greater Edmonton Economic Development Team - Jonathan Saah, Chair
- Greater Edmonton Regional Chambers of Commerce - Rick Hersack, Executive Director
- Leduc-Nisku Economic Development Association - Barbara McKenzie, Executive Director
- Capital Region Board - Malcolm Bruce, CEO, and Steering Committee Chair

The Steering Committee determined the CRB Regional Economic Development Initiative (REDI) should focus on the following objectives:

- 1) Prepare a Project Charter
- 2) Develop an Edmonton Metropolitan Region Economic Development Framework
- 3) Prepare an Edmonton Metropolitan Region Economic Development Strategy 2015 - 2018

A governance structure was established to support the completion of these objectives and led to the creation of two additional groups; the Regional Economic Development TEAM, and the TEAM Working Group, consisting of a subset of the 28 TEAM members. The Steering Committee developed the Project Charter and Framework; The TEAM Working Group developed the Strategy with input from the TEAM members.

On May 28, 2015, the Governance, Priorities & Finance Committee (GPF) recommended, in principle, the Strategy and Framework to the Board for approval. To help answer some questions raised at GPF further clarity was added regarding accountability and funding. These changes have been made in the Strategy and Framework documents and recommended to the Board as amended.

On June 11, 2015, the Board asked for a further Consultation with CAOs and passed two motions approving, in principle, the Edmonton Metropolitan Region Economic Development Framework and the Edmonton Metropolitan Region Economic Development Strategy 2015-2018 conditional as below. Note: The motions are identical except where the word Strategy is replaced by Framework.

MOTION: That the Capital Region Board approve the Edmonton Metropolitan Region Economic Development Strategy (Framework) as recommended, in principle, by the Governance, Priorities, and Finance Committee, subject to consultation with the CAO advisory committee:

- 1. Resolving, advising and reconciling on potential role conflict between the CRB, municipalities and the entity regarding duplication in Governance.*
- 2. Ensuring alignment with the Growth Plan*
- 3. Assessing alternatives to either validate or recommend the FORM of the joint Economic Development Initiative with the CRB and the Entity moving forward.*
- 4. Bringing forward an estimate of cost given recommended and/or alternative joint economic approaches.*
- 5. Bringing forward comment on the operational cost implications.*
- 6. Administration working with all Economic Development Initiative Steering Committee and Working Group members to provide more clarification on the areas highlighted by the Greater Edmonton Region Chambers of Commerce to assist the Capital Region Board to make a decision on recommending the Economic Development Framework and Strategy.*

Following consultation with CAOs as directed by a June 11, 2015 Board motion, on October 8, 2015, the Board asked for two implementation plans to be developed, one via the CRB and one independent of the CRB.

MOTION: That the motion on the floor regarding Economic Development and the proposal be referred back to CRB administration to work (in conjunction with the mandate review) with the Province, EDOs and self-identified municipalities to facilitate preparation of a revised proposal with two implementation options: one via the CRB and one independently of the CRB, and to report back no later than March 31, 2016.

This information was gathered through independent interviews with the following stakeholders as well as municipalities that self-identified as being interested in Economic Development.

- Alberta Industrial Heartland Association
- Leduc-Nisku Economic Development Association
- Edmonton Economic Development Corporation
- Greater Edmonton Regional Chambers of Commerce
- Greater Edmonton Economic Development Team
- Province of Alberta

This work resulted in a half day workshop on February 11, 2016 where interested parties participated in creating various options for implementing regional economic development, both via the CRB and independent of the CRB.

On March 10, 2016 the Board passed the following motion:

MOTION: That the Capital Region Board incubate a formal regional economic development model, which would be independent of the CRB, for further development and that administration seek Provincial support for the next steps, and administration to report on progress in June.

At the June 9, 2016 Board meeting, during the CEO report, Mayor Greg Krischke, Leduc, spoke briefly about the release of the Blue Ribbon Panel report, which was being released the next day June 10, 2016 at 11:00 a.m. There was no further discussion of the incubation motion.

At the September 13, 2016 meeting, the CEO provided an update on incubation. A recommended Board motion to reaffirm the March 10, 2016 motion was not moved by any member of the Board.

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