



EDMONTON GLOBAL   
Strategic Plan

30 MAY 2018

## A Strategy for Edmonton Global

In a world defined by increased economic competition and transactions, a liberal world order under duress and an ongoing technological revolution changing how business is done, competing in the global economic market has never been harder or more complex. Becoming truly globally competitive, while sustaining economic growth, requires a disciplined vision supported by values such as inclusivity and accountability.

It is in this context that the 15 municipalities of the Edmonton Metropolitan Region came together to form the first ever regional economic development corporation in the Edmonton Metropolitan Region known as Edmonton Global.

The Edmonton Metropolitan Region is the fifth most prosperous region in Canada and is home to nearly 1.3 million people and 725,000 jobs, generating 30 per cent of Alberta's GDP equaling approximately \$90 billion. It possesses undeniable potential both in terms of forecast population growth and business investment activity. Edmonton Global was created to capitalize on this potential and to align regional economic development efforts to serve as a catalyst for growth.

Edmonton Global's mission is to attract significant investment and quality jobs to the Edmonton Metropolitan Region. To do so, Edmonton Global's strategy is focused on three main themes: collaboration, focus, and innovation.

## COLLABORATION

One of the founding principles of Edmonton Global is that the Edmonton Metropolitan Region is more competitive when municipal and economic development partners act together. Collaboration within the local, regional, provincial and national economic development ecosystem will lead to increased growth and successes not only for the Edmonton Metropolitan Region, but for Canada as a whole. Edmonton Global's collaboration agenda will focus on aligning with economic development partners, industry, business and institutions to collectively pursue opportunities that will lead to greater regional prosperity. Edmonton Global is committed to being transparent and accountable to its Shareholders and partners, understanding that collaborative relationships are built on trust.

## FOCUS

Taking the voice of the Edmonton Metropolitan Region to the world, and serving as a point of reference for the world into the region, requires a clear focus on what Edmonton Global's role in the regional economic development ecosystem will be. Edmonton Global will develop a Foreign Direct Investment and Trade strategy that will pursue lead generation in select sectors where a clear regional competitive advantage can be identified, and will be benchmarked to clearly identify the region's global competitiveness. It is impossible for a single organization to capably handle all lead generation opportunities in these sectors, so Edmonton Global will establish clear thresholds and investment targets for the opportunities it will pursue, and will support regional

and local partners to pursue those opportunities below the thresholds established by Edmonton Global in these sectors and support growth opportunities in other sectors that may arise.

## INNOVATION

Innovation is at the heart of Edmonton Global's raison d'être, and the organization believes that all economic development activities must be informed and guided by innovative approaches critical to differentiate the Edmonton Metropolitan Region as a competitive global market. In working to attract and retain both talent and business, Edmonton Global will work with and support the region's businesses to explore scale-up and trade opportunities. Integrating into the digital economy, supporting and facilitating growth in the region's research and development capacity, and creating new opportunities and value for all business and industry will be core components of a regional innovation agenda. Edmonton Global will actively seek opportunities for growth and investment that reflect the evolving and technological nature of doing business in the global market, capitalizing on the region's strengths in artificial intelligence and technology, and ensuring the Edmonton Metropolitan Region is ahead of the curve in planning for, and attracting, growth.

Edmonton Global seeks to establish itself as a catalyst for investment and job attraction that can harness the vast potential and assets of the Edmonton Metropolitan Region through a shared vision for success.

# Edmonton Global's Strategic Plan: 2018-2023

## VISION

The Edmonton Metropolitan Region is the location of choice for global investment, collaboratively built on regional assets.

## VALUES

Collaboration, excellence, innovation, respect, sustainability.

## MISSION

Together, we strengthen the Edmonton Metropolitan Region's global competitiveness, growth and innovation.

## PRINCIPLES

1. Shared investment, shared value
2. Transparency and accountability
3. Respect for local autonomy
4. Inclusive
5. Speak with one voice

## CORE ASSUMPTIONS

1. Edmonton Global's major priority is investment and job attraction to the Edmonton Metro Region.
2. Edmonton Global is the regional voice for Economic Development activities in the Edmonton Metro Region and must tell the story of the Edmonton Metro Region by acting as the Region's voice to the world and conduit to international markets.
3. Edmonton Global is based on the principle of regional partnership, and believes ongoing global, national, provincial, regional, sub-regional and local partnerships are pivotal to its success.

The strategy for Edmonton Global is developed within a national narrative that must consider, reflect and complement the activities and expertise of other national partners.

## Priority 1:

*Serve as a catalyst for investment and job attraction and retention for the Edmonton Metropolitan Region*

### OBJECTIVE:

To pursue FDI and Trade opportunities in focus sectors and markets where growth potential exists for the Edmonton Metropolitan Region

### INITIATIVE 1:

Seeking opportunities for Lead Generation in Agri-Business, Energy, Health, and Manufacturing/Advanced Manufacturing across the regional economic development ecosystem.

### DESIRED OUTCOME:

Production of a regional economic development ecosystem integration plan that includes lead generation and share protocols with Edmonton Global member municipalities and partner economic development agencies, which includes targets for Edmonton Global's FDI and Trade initiatives.

### INITIATIVE 2:

Developing a regional Site Selection tool and Regional Database to inform regional investment decisions, and business and talent attraction and retention.

### DESIRED OUTCOME:

Agree to one municipal member database as a shared common database where Edmonton Global assumes responsibility and management on behalf of its partners.

### INITIATIVE 3:

Using innovative approaches to Market Intelligence, Research, and Competitive Benchmarking to target opportunities and inform investment decisions and strategies.

### DESIRED OUTCOME:

Establishment of data analytics capacity, including but not limited to capabilities in regional labour data, feasibility studies, and business cases for investment opportunities benchmarked against competitive global jurisdictions.

## Priority 2:

*Be the voice of the Edmonton Metropolitan Region's economic development activities.*

### OBJECTIVE:

To develop a regional brand for economic development and tell the story of the Edmonton Metropolitan Region within and outside of Canada

### INITIATIVE 1:

Positioning the Edmonton Metropolitan Region as an investment-ready and attractive place to do business by developing and promoting a regional brand.

### DESIRED OUTCOME:

Development of an Edmonton Global marketing and brand strategy in collaboration with regional partners that includes measurements, such as

recognition of, and return on, regional brand awareness, and measurement of engagement through social media and website analytics.

### INITIATIVE 2:

Collaborating with regional partners and stakeholders to advocate for policies, programs, incentives and funding that can make the Edmonton Metropolitan Region as globally competitive and attractive as possible.

### DESIRED OUTCOME:

Development of an Edmonton Global advocacy strategy in collaboration with regional and local partners that identifies barriers to investment and solutions to enhancing the region's competitiveness, including how and where capacity development can be supported with respect to local economic development efforts.

## Priority 3:

*Leverage partnerships to enhance Edmonton Global's success.*

### OBJECTIVE:

To align with economic development, institutional and business partners to enable economic development opportunities.

### INITIATIVE 1:

Aligning with National, Provincial, Regional and Local economic development narratives to leverage collective capabilities in areas vital to Edmonton Global's success.

### DESIRED OUTCOME:

Development of a regional economic development communications and marketing protocol in collaboration with regional, provincial and national partners.

### INITIATIVE 2:

Capitalizing on Industry and Institutional Partnerships to produce novel strategies and approaches to development through a regional innovation agenda that will make the Edmonton Metro Region more globally competitive.

### DESIRED OUTCOME:

Establishment of a business partnership council, comprised of small, medium and large business representing a cross-section of regional sectors.

## Priority 4:

### *Organizational Excellence*

#### **OBJECTIVE:**

To establish Edmonton Global as a top-performing regional economic development corporation and an employer of choice.

#### **INITIATIVE 1:**

Maximizing Organizational Performance by appointing a credible and successful leadership team to ensure Edmonton Global fulfills its mandate as a regional leader in economic development.

#### **DESIRED OUTCOME:**

Development of an organizational business and work plan predicated on a sound organizational structure, fiscal responsibility and budgetary

management, a culture of Best-Practice execution, and employee satisfaction.

#### **INITIATIVE 2:**

Ensuring Shareholder Satisfaction by providing meaningful engagement and alignment opportunities with Shareholder Mayors, regional economic development agencies, Shareholder CAO's, Economic Development Officers, business, and industry to focus regional capacity toward a common vision.

#### **DESIRED OUTCOME:**

Introduction of a yearly shareholder satisfaction survey and regional collaboration framework to ensure Edmonton Global is leveraging partnerships for its success.

# FDI & Trade Sectoral Strategy

COLLABORATION, FOCUS, INNOVATION

## HORIZONTAL SECTORS

Sectors that will be applied in all strategies for all sectors as part of a Regional Innovation Strategy.

## FOCUS SECTORS

Those sectors that will form the basis for Edmonton Global's FDI and Trade focus.

## ENABLING SECTORS

Those sectors that provide key enabling functions to current and future regional economic development.

## RECIPIENT SECTORS

Those sectors that will grow and develop based on successful development in other sectors.



# Aligning with Local, Regional, Provincial, & National Partners



