September 21 | 2020

Edmonton Global

Investment Plan Proposal

Board of Director's Recommendation

The Edmonton Global Board of Director's recommend Option A to the Shareholder Group.

Board Vision 2023

Partners are more engaged and the economic development network is working cooperatively. There is a strong spirit of collectiveness across the ecosystem. By working together, the regional network has increased investment activity and land deals in the region that add value and bring significant impact to the region's economy. The world knows that the Edmonton Metropolitan Region is a top location for investment and to grow a business, and Edmonton Global is the go-to organization for landing deals in the region.

Strategic Plan: To radically transform and grow the economy of the Edmonton Metropolitan Region.

Goal: Seek additional resources to accelerate for Edmonton Global to accelerate opportunities for the Edmonton Metropolitan Region for FDI and Trade.

Investment

	Option A	Option B	Option C
Dollar Top Up Funding Ask	$ 5,000,000	$ 3,000,000	$1,300,000
Total Budget*	$ 8,000,000	$ 6,000,000	$4,300,000

* Assumes $1M matching from other levels of government (Historical).

Funding

Options	Payment 1	Payment 2	Payment 3	Payment 4	Payment 5
Payment Dates	Oct 2020	Jan 2021	Jun 2021	Jan 2022	Jun 2022
Option A					
	$1,300,000*	$2.500,000**	$2,500,000**	$3,500,000**	$3,500,000**
Option B					
	$1,300,000*	1,750,000**	1,750,000**	2,500,000**	$2,500,000**
Option C					
	$1,300,000*	$1,650,000**	$1,650,000**	$1,650,000**	$1,650,000**

* This number is in addition to the 2020 Shareholder contribution of $2,000,000 that has already been paid. Activates current approved Federal matching funds. **These numbers include the current base Shareholder funding contribution of $2,000,000.

Metrics

Article 52 A. Performance Accountability:

> *At each annual general meeting the Shareholders will consider an accountability report from the Board which measures, separately, customer satisfaction, organizational performance, and shareholder satisfaction.*

We measure seven outcomes for organizational performance (the focus for these additional resources):

Outcomes	**Option A**	**Option B**	**Option C**	**Remarks**
INFORMATIONAL/ DATA DOWNLOADS FROM WEBSITE	Fully activates the Business Intelligence unit	Enhanced build out of the regional database.	Limited to current capacity and access	
ACTIVE OPPORTUNITIES	Increase by 100% (80)	Increase by 50% (60)	Maintain 40	
REGIONAL BUSINESSES PROMOTED THROUGH MARKETING MATERIAL	Direct support up to 30 businesses per year	Direct support up to 20 businesses per year	Reactive	Active promotion is occurring through webinars, website, newsletters and leveraging In Market assets.
FOREIGN INVESTORS HOSTED	24 (20)	18(15)	12 (5)	Virtually for the balance of 2020 into Q2 2021 (brackets demote physical visits post COVID)
SITE SELECTORS HOSTED	10	5	2	Virtually for the balance of 2020 into Q2 2021
MARKETING CAMPAIGNS BY FOCUS SECTOR	Fully active across all sectors and regions ($2.8M) 9+ Business Cases ($150k each from Production to Market)	Active across all sectors with priority to 2 vertical sectors ($1.4M) 6 Business Cases ($150k each from Production to Market)	Limited due to a lack of product to market ($750k) 3 Business Cases ($150k each from Production to Market)	Mix of People/Product/Promotion Need to recognize that these figures are supporting our Marketing efforts but are integrated with outcomes across the organization

FINAL INVESTMENT DECISION PER YEAR	10	6	3	Will accelerate over time

Leveraging

Two key aspects of leverages other dollars:

1. Municipal dollars leveraging each other's contributions
2. Opportunity funding from other levels of government in program dollars when they present themselves.

Risks

1. COVID has disrupted much of the global market & supply chains. This has impacted the way FDI and Trade have been traditionally conducted. When combined with challenges in the energy sector there is a potential that the Edmonton Metropolitan Region's global competitiveness is at risk.

   Mitigation – Strong regional narrative supported by a strong value proposition marketed aggressively globally that reinforces the opportunities in our 4 focus sectors, advance technology and transportation/logistics.

2. Inability to fully access either secured Federal funding or future potential provincial/Federal dollars due to an inability to match program dollars.

   Mitigation – Core funding is sufficient to drive outcomes. Matching dollars to be used as value added when they are available.