



CONTEXT

The Edmonton Metropolitan Region is expected to grow by an additional one million residents and nearly half a million new jobs by 2044. The members of the Edmonton Metropolitan Region Board (EMRB) work collaboratively to position the Region to capitalize on opportunities and address challenges in order to build a more prosperous and sustainable Region.

Collaboration is a guiding principle of the EMRB and reflects the Board's commitment to shared regional success. Our member municipalities have already made great strides in thinking and acting regionally. That progress is evident in the creation of the EMRB itself, the Growth Plan, the development of a Metropolitan Region Servicing Plan and Regional Agriculture Master Plan, and the formation of Edmonton Global. This regional mindset is further demonstrated by Alberta's Industrial Heartland, the Airport Accord, and the work of the Regional Transit Commission. The EMRB is unified in our purpose and building on our momentum. Our regional imperative demands new solutions, and the time has come to develop the next set of tools to enable the Region to realize its vision to be the dominant hub in northern Alberta recognized globally for our economic diversity and quality of life.

Shared Investment for Shared Benefit (SISB) was identified by the Metro Mayors Alliance Advisory Panel as an opportunity to realize the long-term economic competitiveness, community sustainability, and success of the Region. SISB was subsequently affirmed by all members of the EMRB, and, with participation from all municipalities, can offer a transformational approach to regional cooperation that creates cost and process efficiencies, leverages economies of scale, and provides value to regional citizens. A shared investment in legacy initiatives will benefit our Region and the entire province today and be sustainable for generations to come.

STRATEGIC INTENT

The intent of Shared Investment for Shared Benefit is to invest in and leverage the collective strengths, capacity, and resources of the Region's municipalities, and other stakeholders, to eliminate inefficiency, ensure timeliness of action, and deliver infrastructure, programs and services that would otherwise be beyond a municipality's ability to accomplish individually. In so doing, SISB will create long-term shared benefit that will enhance the Region's overall quality of life and create the conditions that will contribute to its global competitiveness, attractiveness, and sustainability as we grow.



PRINCIPLES

A common set of principles will help guide the development of an SISB framework and model and will support the accountability and assessment of the model and its elements to ensure implementation is aligned with the strategic intent of SISB. The following principles have been identified to guide the development of an SISB framework and model.

Regional Strength – The Region should work to leverage the distinct strengths of each municipality and ensure that the elements needed to support the Region are provided by those best suited to secure maximum benefit for all. The Region should be experienced as borderless, supporting the flow and exchange of daily life across municipal boundaries. A regional, metropolitan approach will allow the whole to be greater than the sum of its parts.

Accountability – The framework and model should be developed in a manner that demonstrates accountability. Citizens should be aware of who can be held accountable for investments made to regional initiatives and the source of funds used to support those initiatives.

Transparency – Decision-making should be transparent and guided by openness to question, input, and engagement in the process.

Autonomy – Municipalities should have the ability to act freely outside of external control or influence, the ability to identify and set priorities and to choose a manner or method to achieve them.

Efficiency – Resources should be optimized to provide maximum benefit and return on investment and minimize costs for the Region and municipalities. Wherever possible, efforts should be made to leverage economies of scale and avoid duplication.

Equity – Costs and benefits should be shared equitably across the municipalities, considering each municipality's ability to contribute and the benefits they may receive.

IMPORTANT CONSIDERATIONS

The following considerations were identified by municipalities for the development and implementation of an SISB framework and model for the Region:

Autonomy – The framework and model must address autonomy and municipal decision-making at the local level. The framework and model must balance the need for local independence and regional significance.



Ability to Contribute – The framework and model must consider the capacity of each municipality to contribute funding and other meaningful resources for SISB initiatives, including financial resources, staff resources, and other types of expertise or contributions.

Balance Local and Regional Needs – The framework and model must strike and maintain a balance between local needs and demands and those of the Region on an ongoing and sustainable basis.

Stakeholder Support – The SISB framework and model must be well communicated, understood, and garner and maintain the support of stakeholders, including elected officials, local taxpayers, and other regional stakeholders.

In informing the development of the SISB framework and model, it is suggested that the following be considered:

Seize the Opportunity – SISB represents an opportunity to positively shape the Region's future in a way that significantly contributes to the prosperity and quality of life for all of its citizens. Failing to collaboratively develop an SISB framework and model would be a significant opportunity lost.

Timeliness – There is a desire on the part of the municipalities to develop a sustainable, legacy-building SISB framework and model to enable future regional collaboration. Developing the framework and model in a timely manner is imperative.

Strengthening Partnerships – SISB should allow for flexibility in selecting and funding regionally significant initiatives that strengthen or leverage relationships and efficiencies with Provincial and Federal orders of government.

Participation – Participation shall be mandatory for initiatives determined to be regionally significant. The degree of participation for each municipality will be based on an agreed formula included in the SISB model. Municipalities, acting through the EMRB, will be responsible for determining a process to assess whether an initiative is regionally significant and applicable to the SISB framework and model.

IMPORTANT MODEL CHARACTERISTICS

In addition to the identified principles and important considerations, the SISB framework and model *must* reflect certain characteristics and, to the extent possible, *should* reflect other characteristics. These characteristics are listed in relative order of priority so that if trade-offs are necessary, the most important characteristics are given precedence in the framework and model.



- The SISB framework and model must:
 - be sufficiently flexible and scalable to handle a range of potential initiatives, large and small, and not just those related to infrastructure;
 - be justifiable based on a compelling rationale;
 - be based on agreed definitions for key elements, such as “regionally significant” and what constitutes “benefit”;
 - provide criteria against which initiatives can be evaluated for objective decision-making; and
 - provide criteria against which to measure success and benefit achieved as part of an accountability framework.

- The SISB framework and model should:
 - be affordable, recognize the diversity of the municipalities in the Region, and their different abilities to contribute;
 - enable a transparent, robust decision-making process based on the best available information;
 - be sustainable over time, and, ideally, self-sustaining; and
 - be cost-effective and result in cost-savings or efficiencies.

- Other important framework and model characteristics:
 - The value proposition must be clear.
 - The framework and model should be forward-looking and apply to new initiatives and, potentially, new assessment.
 - The framework and model should be tied to regional economic growth and competitiveness.
 - There should be a role for the private sector and other public sector entities.