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**Shared Investment for Shared Benefit Final Report**  
Prepared for the Edmonton Metropolitan Region Board

June 2021

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# Message from the Edmonton Metropolitan Region Board Chair



As a priority of the Board, the Shared Investment for Shared Benefit (SISB) initiative has created a framework for regional municipalities to partner on regional initiatives by sharing costs, resources, data, and expertise that no one municipality could realize on their own.

Growth in the Edmonton Metropolitan Region is rapidly bringing municipalities and citizens closer together. This growth creates opportunities for economic prosperity, but also increases the demand for services and infrastructure, and puts pressure on natural and built environments. To ensure our citizens realize the full benefits of living in the Region we must work together on growth, planning for infrastructure and services and attracting investments. The opportunities and challenges facing municipalities are shared and demand regional collaboration.

With our new Shared Investment for Shared Benefit model and framework, we have a platform to enable regional municipalities to plan, invest and build together to benefit all citizens of the Region, whether you live in a city, a rural county, or a small town. Shared Investment for Shared Benefit will allow us to seize regionally significant opportunities that come our way, and to think and act as a Region.

Our Region is greater than the sum of its parts. SISB is how we choose to lead for tomorrow to create a more attractive and competitive Region for generations to come. It's our Region by design and we choose to grow together.

**Mayor William Choy**

Chair of the Edmonton Metropolitan Region Board

## Message from the Shared Investment for Shared Benefit Task Force Chair



On behalf of the SISB Task Force, I am pleased to present the Final Report of the Shared Investment for Shared Benefit initiative. As a priority initiative of the Board, our work developing a made-in-the-region framework that will enable us to leverage our combined resources and optimize regional outcomes began in 2019. It began with the recognition that we are stronger when we work together.

Now equipped with an evidence-based model and collaborative framework, our Region is ready to identify opportunities. Shared Investment for Shared Benefit is how thirteen distinct municipalities can collaborate on regionally significant legacy work. SISB is our pathway to harness our collective potential to solve regional challenges and capitalize on opportunities that will benefit regional citizens for generations to come.

I would like to thank all members of the SISB Task Force, Working Group, stakeholders, EMRB Administration and the consulting team for their expertise, vision, and leadership in building a framework to succeed together as a Region.

**Mayor Rod Frank**  
Chair of the SISB Task Force

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# 1. Executive Summary



# Executive Summary

## ► About the Edmonton Metropolitan Region Board

The Edmonton Metropolitan Region Board (EMRB) is a growth management board that is dedicated to ensuring long term economic prosperity and quality of life for all citizens of the Edmonton Metropolitan Region. EMRB member municipalities make up about one third of Alberta's population and include Beaumont, Devon, Edmonton, Fort Saskatchewan, Leduc, Leduc County, Morinville, Parkland County, St. Albert, Spruce Grove, Stony Plain, Strathcona County and Sturgeon County. The Board was created in 2008, initially as the Capital Region Board, with 24 members. In 2017 the enabling Regulation was updated; the Board was renamed as the Edmonton Metropolitan Region Board and the participating members were reduced to the current 13. The EMRB Regulation is rooted in a collective desire for collaborative municipal governance and increased efficiencies.

The EMRB Board is comprised of elected municipal officials and facilitates collaboration among the member municipalities in support of the implementation of a growth plan. The growth plan, *Re-Imagine. Plan. Build.*, provides a comprehensive and integrated policy framework to plan growth across the Region over the next 30 years in a responsible manner that sustains and advances regional prosperity and well-being.

## ► Project Context and Objectives

In August 2018, EMRB passed a resolution to create a Task Force to pursue a Shared Investment for Shared Benefit (SISB) Framework and Model for the Region. Leading to this resolution was an understanding among EMRB member municipalities that collaboration as well as leveraging multiple funding sources is required to advance the Region's economic competitiveness and improve the overall quality of life for its residents. In December 2018, the EMRB Board approved the SISB Project Charter and appointed all 13 EMRB Board Members to a Task Force to provide oversight and guidance for the project.

Deloitte was engaged by EMRB to develop the SISB Framework and Model that will allow EMRB partners to equitably share the costs and the benefits of agreed-upon, joint initiatives. The SISB Framework and Model are intended to invest in and leverage the collective strengths, capacity and resources of the Region's municipalities to efficiently deliver infrastructure, programs and services that would be otherwise beyond each municipality's ability to pay for and accomplish individually. The ultimate objective of the SISB project is to create long-term shared benefits that will enhance the Region's overall quality of life and foster conditions that will contribute to its global competitiveness, attractiveness and sustainability.

## ► Project Approach and Major Project Components

To achieve the project objectives, Deloitte and EMRB administrative staff (together known as the Project Team) coordinated the development of five major SISB project components. The Project Team facilitated a series of interviews and workshops with the Working Group on a variety of subjects over the course of the project. In addition, the Project Team held several formal public meetings with the Task Force to offer progress updates, present project findings, gather strategic input and decisions and ultimately ensure that deliverables are aligned with the Task Force's objectives of the partnership. An overview of the five major SISB project components is provided below:



**Environmental Scan:** 10 candidate jurisdictions were examined in which municipalities collectively invest in public projects for a regional benefit, with four examples subsequently selected for deeper investigation.



**SISB Framework:** The SISB Framework establishes the principles of participation and operational rules for the SISB Model and was developed according to the parameters established in the Strategic Guidance document, complemented by additional requirements and ideas from the SISB Working Group.



**SISB Model:** Using the principles and requirements laid out in the SISB Framework, model features were combined to design the SISB Conceptual Model. This design formed the blueprint for the SISB Model.



**Model Test Cases:** Applying the SISB Model to two hypothetical Test Cases (Regional Broadband Connectivity and a Regional Waste Management Facility) demonstrates that the Model functions as prescribed and ensures that Model outputs are presented in a clear and concise format for decision makers.



**Initiative Assessment Process:** A high-level process was created to evaluate potential initiatives for regional significance, determine feasibility, present business rationale, determine cost distribution among partners and recommend a viable governance structure.

## ➤ Next Steps – Operationalizing SISB

With processes and tools established to assess and evaluate potential initiatives, several key steps are required to implement the SISB process developed through this project. These steps include establishing a Working Committee with representatives from each EMRB municipality to oversee the Initiative Assessment Process; creating a Terms of Reference for the Working Committee; determining priority investment areas for the Region; planning resources to execute detailed evaluations of potential SISB initiatives; and creating an effective communications strategy for the outcomes of the SISB project.



## 2. Introduction



# Introduction

## ➤ Purpose of this Report

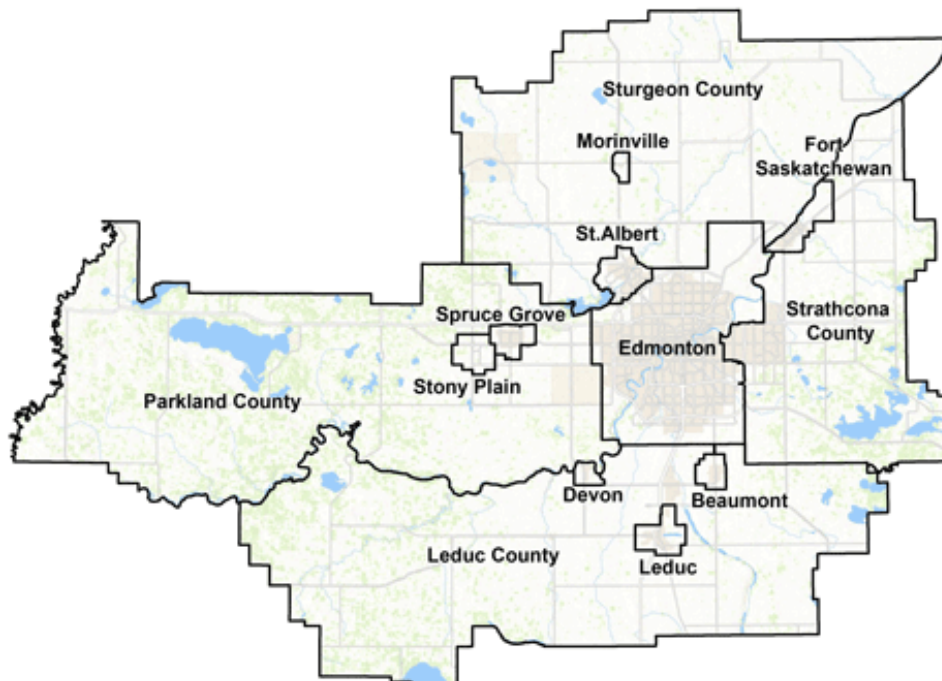
The purpose of the Shared Investment for Shared Benefit (SISB) Final Report is to provide the background and context of the SISB project, explain the approach and process used to develop the SISB Framework and Model, summarize all project components in a single document, and identify relevant considerations for Edmonton Metropolitan Region Board (EMRB) leaders and staff in operationalizing the SISB Model and governing its application to proposed initiatives. This report draws on several key deliverables and work products that were developed over the course of the project, which are included as appendices to this document and referenced throughout.

## ➤ About the Edmonton Metropolitan Region

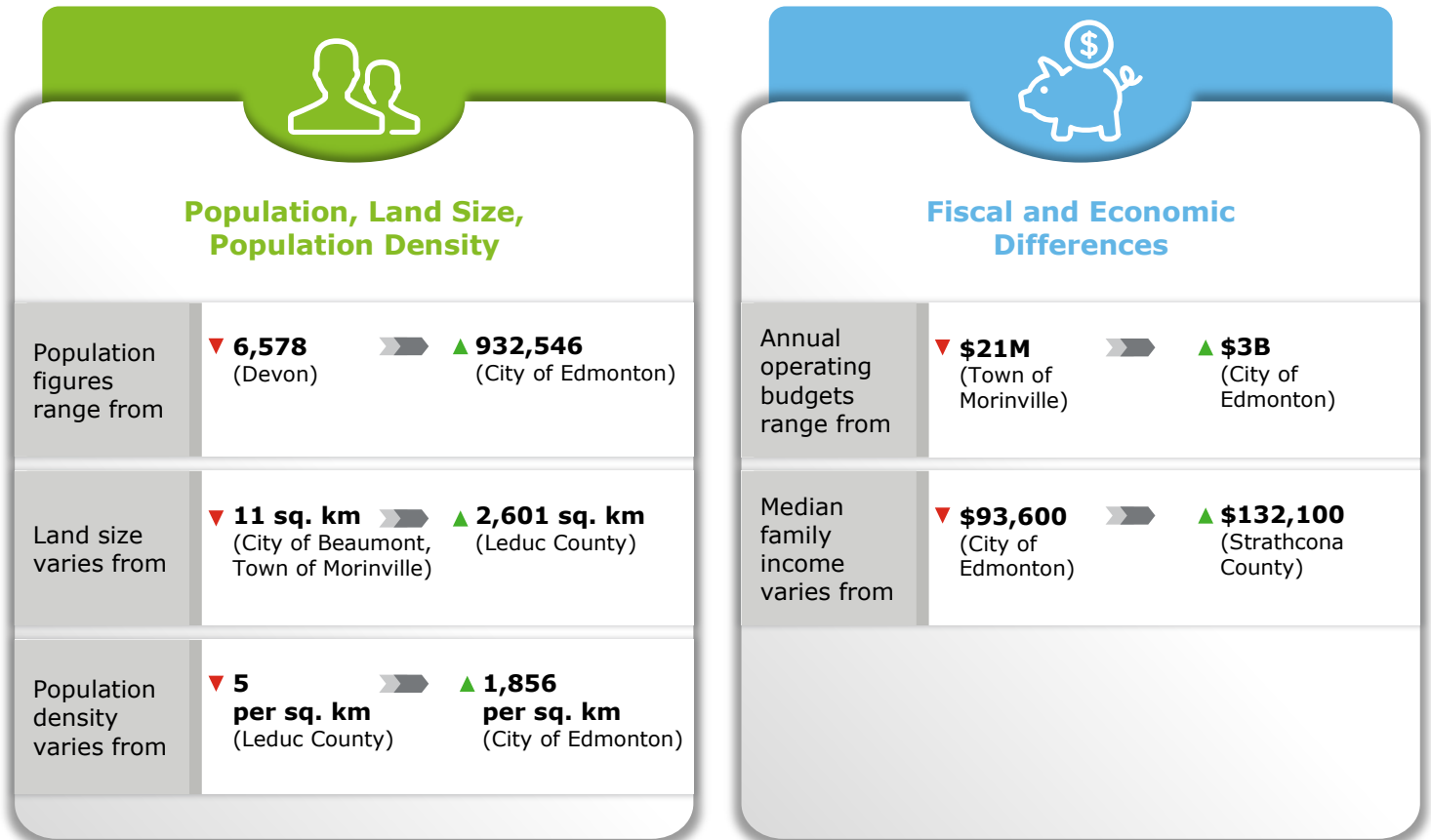
EMRB is comprised of 13 diverse municipalities including: Beaumont, Devon, Edmonton, Fort Saskatchewan, Leduc, Leduc County, Morinville, Parkland County, St. Albert, Spruce Grove, Stony Plain, Strathcona County and Sturgeon County. The Region is one of the fastest growing metropolitan areas in Canada and contains significant assets that attract people and investment, including:

- Edmonton International Airport
- Several world class postsecondary institutions (such as University of Alberta, Northern Alberta Institute of Technology, and Alberta College of Art and Design).
- Alberta Industrial Heartland – large collection of industrial producers providing fuels, fertilizers, power, and petrochemicals
- Abundance of natural heritage and environmental assets
- Public Transportation and LRT lines

The map below shows the geographic area of the Edmonton Metropolitan Region:



The Edmonton Metropolitan Region is a diverse Region, with significant differences in the size and financial capacity among the 13 member municipalities that make up the EMRB. Examples of these differences are listed in below – for detailed profiles of each municipality please see *Appendix A: Municipal Profiles*.









While diversity in population size and economic capacity certainly exists across the municipalities that comprise the Region, there are also several common objectives cited by each member in their respective strategic plans and guiding documents, including:

- Environmental stewardship and climate resilience
- Investment in municipal infrastructure
- Investment in the health of the community
- Economic prosperity and business/commercial growth
- Improved transportation systems and urban mobility
- Regional collaboration and prosperity

### ➤ About the EMRB and the Edmonton Region Growth Plan

The EMRB is a growth management board that is dedicated to ensuring long term economic prosperity and quality of life for all citizens of the Region. It is comprised of elected municipal officials from each of the 13 member municipalities and is mandated to support the municipalities in the implementation of the Edmonton Metropolitan Region growth plan and servicing plan. The growth plan is updated every five to 10 years and supports global competitiveness and sustained economic growth with regards to the economic, social and environmental impacts on all regional residents.

The growth plan, *Re-Imagine. Plan. Build.*, outlines how the Region will grow responsibly over the long-term, accommodating and preparing for significant anticipated increases in population and jobs. This growth will be managed through an integrated policy framework, that is tailored to the context of the Region, and represented by three policy tiers: the rural area, metropolitan area and metropolitan core. The growth plan is structured around six integrated regional policy areas with corresponding guiding principles that focus on supporting where and how to manage growth:<sup>1</sup>

	Policy Area	Guiding Principle
	Economic Competitiveness and Employment	<i>Promoting global economic competitiveness and regional prosperity – fostering a diverse and innovative economy that builds on existing infrastructure and employment areas to achieve sustained economic growth and prosperity.</i>
	Natural Living Systems	<i>Protecting natural living systems and environmental assets – practicing wise environmental stewardship and promoting the health of the regional ecosystem, watersheds, airsheds, and environmentally sensitive areas.</i>
	Communities and Housing	<i>Recognizing and celebrating the diversity of communities and promote an excellent quality of life across the Region - in planning for growth, recognizing and responding to the different contexts and scales of communities and providing a variety of housing choices with easy access to transportation, employment, parks and open spaces, and community and cultural amenities.</i>
	Integration of Land Use and Infrastructure	<i>Achieving compact growth that optimizes infrastructure investment - making the most efficient use of infrastructure investments by prioritizing growth around existing infrastructure and optimizing use of new and planned infrastructure.</i>
	Transportation Systems	<i>Ensuring effective regional mobility - recognizing the link between efficient movement of people and goods and regional prosperity, working towards a multi-modal and integrated regional transportation system.</i>
	Agriculture	<i>Ensuring the wise management of prime agricultural resources - in the context of metropolitan growth, to continue a thriving agricultural sector.</i>

## ➤ Project Context and Objectives

In August 2018, EMRB passed a resolution to create a Task Force to pursue an SISB Framework and Model for the Region. Leading to this resolution was an understanding among EMRB member municipalities that collaboration and leveraging multiple funding sources is required to advance the Region’s economic competitiveness and thereby improve the overall quality of life for residents. There is also an understanding of the varied economic realities among the municipalities and their associated impacts on potential growth in the Region.

Regional initiatives such as the growth plan and the servicing plan have highlighted the extent of the municipalities’ interdependence and have identified opportunities to enhance the Region’s competitiveness through shared

<sup>1</sup> For more information on the growth plan, *Re-Imagine. Plan. Build.*, and objectives of each policy area, please visit the EMRB website: <https://emrb.ca/growth-plan/>

infrastructure planning, transportation and transit, utilities, service delivery, economic development, etc. Both plans identify opportunities for regional collaboration through an SISB approach.




Collaboration is a guiding principle of EMRB and reflects the Board’s commitment to shared regional success, with member municipalities having made great strides in recent years by thinking and acting regionally. That progress is evident in the creation of EMRB itself, the growth plan, the development of a servicing plan, and the formation of Edmonton Global. With this regional imperative comes the need for new solutions that will enable the Region to realize its vision to be the dominant hub in northern Alberta recognized globally for economic diversity and quality of life.

SISB was identified by the Metro Mayors Alliance Advisory Panel in 2016 as an opportunity to realize the long-term economic competitiveness, community sustainability and success of the Region. SISB was subsequently affirmed by all EMRB members, and, with participation from all municipalities, offers a transformational approach to regional cooperation that creates cost and process efficiencies, leverages economies of scale and provides value to regional citizens.

In December 2018, the Board approved the SISB Project Charter and appointed all 13 EMRB Board Members to a Task Force to provide oversight and guidance for the project. The SISB Task Force participated in a series of facilitated workshops between March and August 2019 to create a Strategic Guidance document that defines the Strategic Intent, Guiding Principles, and Important Considerations for the development of an SISB Framework and Model for the Region.

Deloitte was engaged by EMRB to develop the SISB Framework and Model that will allow EMRB partners to equitably share the costs and the benefits of agreed-upon, joint initiatives. The SISB Framework and Model are intended to invest in and leverage the collective strengths, capacity and resources of the Region’s municipalities to efficiently deliver infrastructure, programs and services that would be otherwise beyond each municipality’s ability to pay for and accomplish individually. The ultimate objective of the SISB project is to create long-term shared benefits that will enhance the Region’s overall quality of life and foster conditions that will contribute to its global competitiveness, attractiveness and sustainability.

These objectives stem from the role, mandate and priorities of EMRB. They are outlined in the guiding documents summarized below, which not only provide a rationale for the project but were also used as key guiding inputs to the SISB Framework and Model:<sup>1</sup>

 <p><b>EMRB Regulation</b></p>	<p>The EMRB Regulation establishes the EMRB and outlines its role in implementing the growth plan and a servicing plan. The Regulation also defines the mandate of the Board, which includes ensuring the coordination of regional infrastructure investment and service delivery, as well as the overall promotion of long-term sustainability, economic well-being and competitiveness of the Region.</p> <p>To achieve its mandate, the EMRB Regulation states that the Board should <b>develop and implement policies for the sharing of costs for regional projects</b>. The development of the SISB Framework and Model is a prime example of such a policy.</p>
 <p><b>Edmonton Metropolitan Regional Growth Plan</b></p>	<p>The growth plan, <i>Re-Imagine. Plan. Build.</i>, provides a comprehensive and integrated policy framework for growth planning in the Region, including six interrelated regional policy areas (with associated principles and objectives) that support managed growth in the Region. The SISB Framework and Model has the potential to touch on all policy areas noted above.</p>
 <p><b>EMRB Strategic Plan (2018-2023)</b></p>	<p>The Strategic Plan identifies the strategic direction and priorities of EMRB in five-year intervals. The SISB Framework and Model was highlighted as a top strategic priority in the 2018-2023 Strategic Plan, recognizing that collective investment is critical to addressing current and future challenges as well as generating measurable benefits for the Region as a whole.</p>

<sup>1</sup> For more information on how these documents informed the SISB project, please refer to the *SISB Framework and Model* section of this report that details how the principles and requirements in these documents guided the construction of the SISB Framework and Model.



**SISB Strategic  
Guidance Document**

The Strategic Guidance document was developed by the SISB Task Force. It defines the Strategic Intent, Guiding Principles, and Important Considerations for the development of the SISB Framework and Model for the Region. The contents of this document are the foundation of the SISB project, with all project components subsequently developed according to its stated parameters.

➤ **Project Approach and Major Components**

To achieve the objectives outlined above, Deloitte and EMRB administrative staff (together known as the Project Team) coordinated the development of five major SISB project components outlined below over approximately 17 months between December 2019 and April 2021. With knowledge and expertise from EMRB member municipalities being critical inputs to all components, the Project Team facilitated a series of interviews and workshops with senior municipal staff members (the SISB Working Group) on a variety of subjects over the course of the project. In addition, to enable transparency and accountability, the Project Team held several formal public meetings with the Task Force to offer progress updates, present project findings, seek strategic input and decisions and ultimately ensure that deliverables are aligned with the objectives of the partnership.

**Major SISB Project Components**

**Environmental Scan:** 10 candidate jurisdictions were examined in which municipalities collectively invest in public projects for a regional benefit. Four target examples were subsequently selected for deeper investigation and analysis. Information on model features, governance, partnership objectives and others were subsequently used to develop and shape the SISB Model.

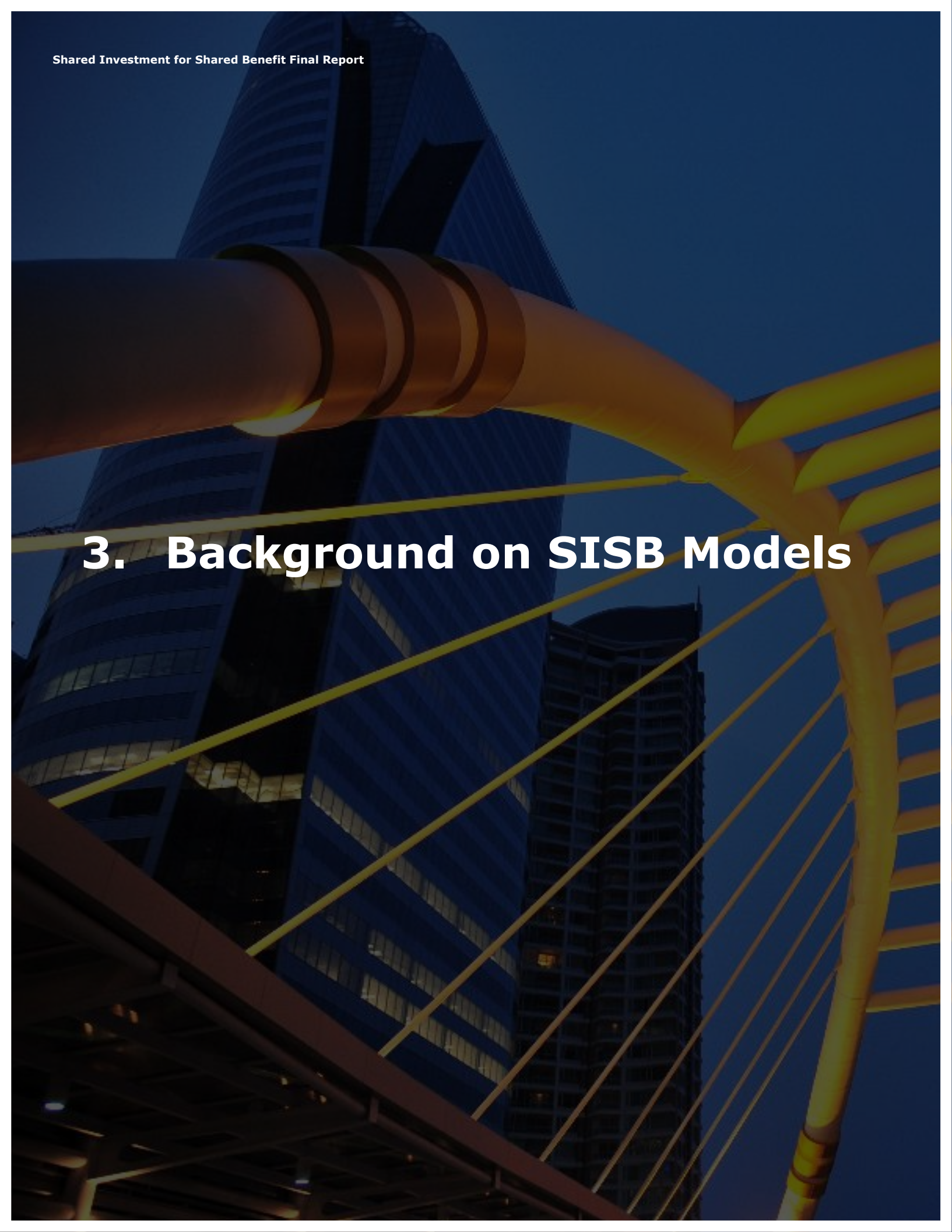
**SISB Framework:** The SISB Framework establishes the principles of participation and operational rules for the SISB Model. The SISB Framework was developed according to the parameters established in the Strategic Guidance document, complemented by additional requirements and ideas from the SISB Working Group and Task Force.

**SISB Model:** Using the principles and requirements laid out in the SISB Framework, desired model features were combined to design the SISB Conceptual Model. This design formed the 'blueprint' for construction of the functioning SISB Model.

**Model Test Cases:** After considering several candidate Test Cases, the SISB Model was tested using two examples: Regional Broadband Connectivity and a Regional Waste Management Facility. A rationale was determined for the use of each Test Case and sample data inputs were gathered. Test results demonstrated that the SISB Model functions as prescribed, and output dashboards were created through iteration with the Working Group to present all information in a format that is clear and consumable to municipal decision makers.

**Initiative Assessment Process:** Through a series of discussions with the Working Group and Task Force, a high-level process was created to evaluate potential initiatives for regional significance, determine feasibility, present business rationale, determine cost distribution among partners and recommend a viable governance structure. Detailed process steps were subsequently developed through in-depth conversations with the Working Group.

## 3. Background on SISB Models



# Background on SISB Models

## ➤ Overview and Uses of SISB Models

### Overview

SISB models are used by partnering agencies (public and private) to collaboratively pursue initiatives bringing significant financial and economic benefits and equitably share the costs and the benefits of such initiatives. Specifically, SISB models define each participating partner's contribution towards a shared initiative or investment and determine the distribution of the financial benefits generated from an investment back to each participating partner. By pooling resources and working together to advance common goals, SISB models reduce competition, allow for a wider range and scale of initiatives to be pursued, and can lead to greater financial and economic benefits accruing to the Region. Ultimately, SISB models can contribute to a more dynamic, competitive and sustainable regional economy.

### Uses of SISB Models

SISB models allow participating organizations to determine how to share the financial costs and contributions towards joint investments; as well as how to equitably distribute the financial benefits arising from the investment among participating partners.

These models are useful tools for decision makers (elected or bureaucratic) to enable reduced regional competition as well as greater collaboration on investments of a strategic or regional importance. In North America in particular, SISB models have been used for projects such as:

- Transportation infrastructure (e.g., roads, interchanges, rail, LRT, bus lanes, cargo infrastructure)
- Commercial/Industrial development (e.g., hotels, business/tech parks, warehousing and storage)
- Services (e.g., transit, operations and maintenance for regional assets, emergency, etc.)
- Investment attraction (e.g., financial incentives to attract investments, economic development initiatives)
- Land development and servicing

### Advantages of SISB Models

Using an SISB approach can bring important benefits to contributing partners, including but not limited to:

- Developing a mechanism to incent regional cooperation and discourage competition among partners
- Enabling joint investment in projects of significant regional importance, on a large scale
- Codifying agreed upon criteria or screening mechanisms for partners when reviewing investment options or incoming business cases/proposals for co-investment
- Outlining a rationale for how partners' investments could multiply or contribute towards future financial/economic benefits
- Clearly stating protocols or co-investment protocols to diminish the likelihood of disagreement

### Limitations of SISB Models

While SISB models constitute useful mechanisms for public decision-makers to share the direct costs and benefits of an investment, they are subject to some limitations:

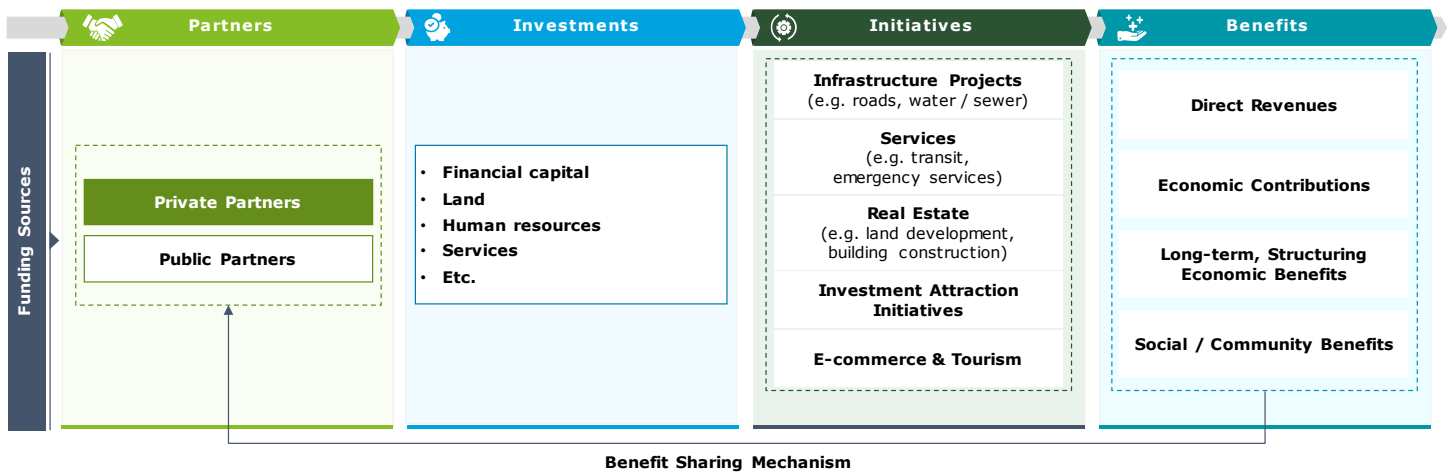


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- The models typically define how to share the financial benefits of the investment (which can be divided among partners) but not the broader economic benefits that may result from the investment, such as contributions to industrial output, GDP and employment.
- Similarly, SISB models do not evaluate other types of social or community benefits, such as human capital development/retention/attraction, enhancement to overall quality of life, environmental benefits, public safety or health benefits, among others.
- To offer a more robust picture of the costs and benefits of a specific investment, SISB models can be complemented by other forms of analysis such as a Cost-Benefit Analysis or an Economic Impact Evaluation; these types of assessments can be undertaken as part of selecting the investments that would be pursued via an SISB model.

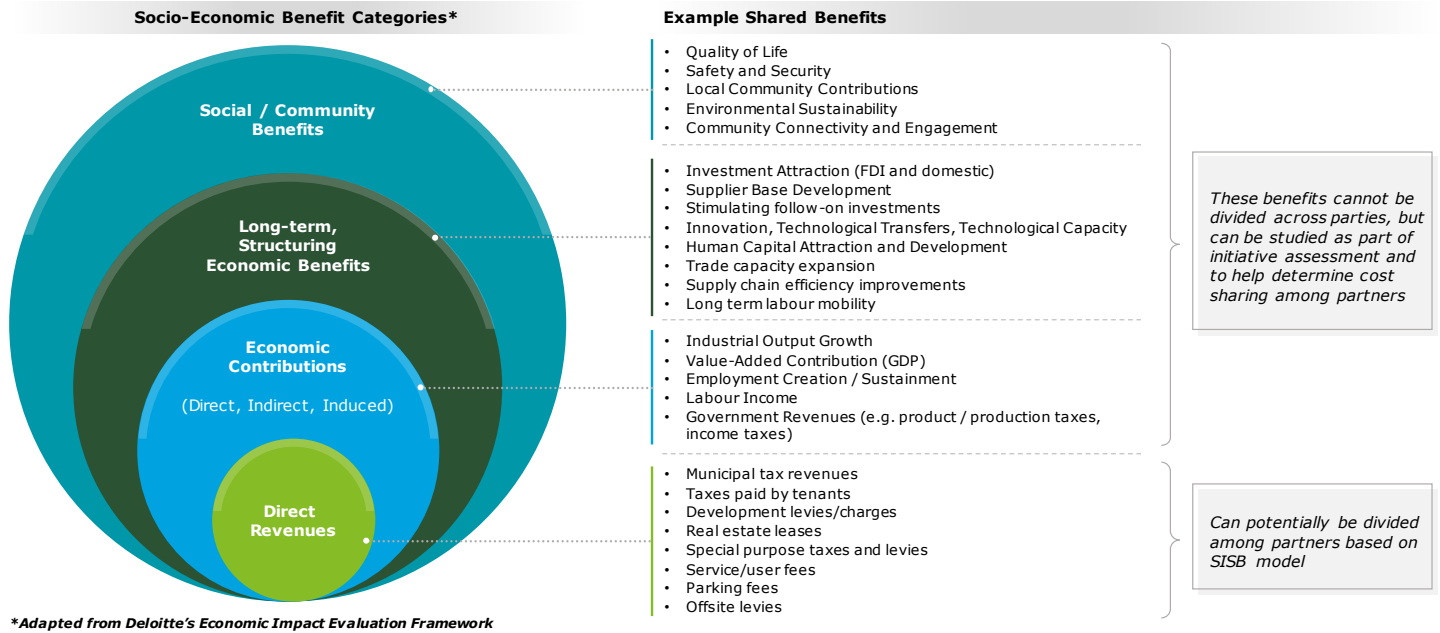
**➤ SISB High-Level Concepts**

While SISB models can be used by diverse partners for a variety of different purposes, there are some common elements to most partnerships. The diagram below showcases different examples for partner types, investments, initiatives and benefits that are commonly seen in SISB models.



An important dimension for SISB models relates to the identification and allocation of benefits across the partners. Shared investments can generate several potential benefits, including direct revenues that can be divided among partners as well as broader social and economic benefits that accrue to a region as a whole. The diagram below outlines some key examples of shared benefits and how they can be accounted for in an SISB model.

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While public investments generally aim to create broad economic and societal benefits, such as the benefits identified in the outer three circles of the diagram above, these benefits cannot realistically be divided among members. It is important to note that SISB models focus solely on the direct revenues that are generated by a collective investment, as these are divisible across partners. Examples of these types of revenues can be observed in the text linked to the interior most circle in the diagram above.



## 4. Stakeholder Consultations – Summary

# Summary of External Stakeholder Consultations

In order to gather input from other regional stakeholders, interviews were conducted through August and September 2020. The organizations consulted were selected for their knowledge of the Region, for their keen interest in greater Regional prosperity as well as for the diversity in perspectives they offer on the potential of an SISB approach to collective investment. For additional details on external stakeholders as well as interview questions and dates, please see *Appendix B: List of Stakeholders Consulted / Stakeholder Questions*.

Seven consultations were conducted overall with representatives from private and public sector agencies in the Region, including:

- *Alberta Industrial Heartland Association*
- *Edmonton Global*
- *Government of Alberta – Jobs, Economy and Innovation*
- *Government of Canada – Western Economic Diversification*
- *Greater Edmonton Region Chambers of Commerce*
- *Urban Development Institute – Edmonton Region (2)*

Several themes emerged during the interviews, which focused mainly on regional investment opportunities, potential impediments to regional competitiveness, recommendations on agencies to consult in future SISB decision making, along with other significant topics.

## ➤ Regional Investment Opportunities

Stakeholders identified a number of key economic sectors as opportunities for enhancing economic development in the Region and providing broad economic, social or environmental benefits. These include:

- Advanced Manufacturing
- Agrifoods
- Energy and Petrochemicals
- E-services
- Hydrogen
- Sectors/industries that align to federal/provincial government priorities (these can change over time but alignment to federal/provincial priorities is advised)
- Wastewater Treatment

Interview subjects also named specific investments that could enhance prosperity across the Region, including:

- Developing the Region's Innovation Ecosystem (start-ups)
- Creating Data Centres (for the management and storage of data)
- Enhancing digital infrastructure / Improving regional broadband access
- Creating access to the Port of Prince Rupert for energy and petroleum products
- Improving regional highways and transportation infrastructure
- Developing policies to attract and retain talent
- Developing postsecondary programs to meet future labour needs

## ➤ Impediments to Regional Collaboration

While optimistic about the potential for collaborative public investments among municipal partners, participants also highlighted a few areas that currently work to impede regional economic development and competitiveness. These include:

- Competition among municipalities for investment, which has impeded collaboration across the Region in the past (competition on site selection for investments was noted as being specifically problematic)
- Municipalities have historically not agreed on regional investment priorities
- Rules and regulations are often different between municipalities
- Creating a regional brand has been a challenge, as there is limited international and domestic awareness of industries and investment opportunities in the area

Participants, both private and public sector, noted that addressing these challenges is a necessary precondition for the success of an SISB approach to investment.

## ➤ Input from External Stakeholders in SISB Decision Making Processes

In their interviews, participants also noted that consulting with stakeholder organizations within the Region could be beneficial to EMRB when making decisions on potential SISB initiatives. Stakeholders can offer perspectives from both the private sector and other levels of government and could even be sources of ideas for future investments. These organizations include:

- Alberta Industrial Heartland Association
- Alberta Innovates
- Business Council of Alberta
- Edmonton Global
- Edmonton International Airport
- Government of Canada (Industry Canada, Canadian Infrastructure Bank, Western Economic Diversification)
- Government of Alberta
- Greater Edmonton Regional Chambers of Commerce
- Invest Alberta Corporation
- Key Industry Associations
- Technology and innovation cluster representatives in the Region

## ➤ Other Stakeholder Insights

In addition to the input described above, participants also offered several insights for consideration by EMRB leaders when establishing and operating the SISB process. These insights include:

- The Region could collaborate more effectively on procurement
- It may be beneficial for regional leaders to connect with Calgary's regional leadership for guidance and lessons learned, as the Calgary Region has developed a strong business leadership
- It is advisable to look to other municipal regions for strong collaborative models (e.g., Minneapolis, Denver, Toronto, Montreal)
- Municipal governments should prioritize the creation of a competitive investment environment and focus on processes that increase efficiencies for all businesses
- The Region should market and leverage its highly skilled workforce more effectively
- It is advisable to lay the groundwork now for collaborative investment, as competition for domestic and international investment dollars will be fierce after the COVID-19 pandemic




# 5. Environmental Scan – Summary / Observations

# Environmental Scan

As an input to support the development of the SISB Model and Framework, the Project Team undertook a global jurisdictional scan to identify leading practices in multi-stakeholder cost and benefit sharing models for a range of regional or strategic initiatives. This involved conducting secondary research and stakeholder interviews to enhance the overall understanding of SISB models.

## ➤ Objectives of the Scan

The overarching intent of the Environmental Scan was to identify innovative practices and key learnings and evaluate them for applicability in the Region. Correspondingly, the Environmental Scan was conducted with the following objectives in mind:

-  To gain a **deeper understanding of how SISB-type models** from around the world are used in practice;
-  To **identify and evaluate model features** and functions that may be applicable to EMRB member municipalities; and
-  To **gather key lessons learned from other jurisdictions**, including design elements, governance, and processes for selecting initiatives.

## ➤ Approach

To achieve the objectives outlined above, a four-step approach was taken:

### 1 Identification of Peer Examples:

As a first step, a list of jurisdictions and similar partnerships was developed to include in the scan. The criteria to select applicable economic development partnerships/organizations included:

- Partnerships that are targeting a shared economic development or investment attraction outcome
- Partnerships or initiatives that involve the sharing of costs and benefits at a local government level
- Presence in mature North American and/or European markets
- Presence of a formalized, codified governance structure
- Relevant publicly available information

Using the screening criteria, examples from 10 jurisdictions were selected for presentation to the Working Group.

### 2 High-level Scan

Secondary research was conducted on the examples from the following 10 jurisdictions:

- *Alberta, Canada, County of Wetaskiwin and the Town of Millet – Joint Economic Development Initiative ("JEDI")*: a cost and benefit sharing initiative that offers industrial development support in the area and reduces duplication in industrial attraction
- *Washington, US, West Plains Public Development Authority ("PDA")*: a partnership that aims to attract new manufacturing and aerospace development that will increase employment in the area

- *Alberta, Canada, Peace River Inter-Municipal Cooperation Agreement*: an agreement involving joint land-use planning and sharing the operating costs of regional assets, programs and services that have mutual benefit
- *California, US, Chula Vista Bayfront Development*: a joint agreement between three parties (public and private) to develop the Chula Vista Bayfront, including the construction of a hotel, convention center, infrastructure and parking
- *Ohio, US, Cities of Norton and Barberton – Joint Economic Development Zone (“JEDZ”)*: A joint municipal agreement in which two cities have established five joint economic development zones from which revenues are shared to support their respective development efforts
- *Pennsylvania, US, Allegheny Regional Assets District (“RAD”)*: a regional initiative that uses redistributive taxation to support and finance regional assets such as libraries, parks, transit, sports, and arts and culture
- *Manchester, UK, Greater Manchester Combined Authority (“GMCA”)*: the GMCA is a strategic authority that leverages national investment dollars for economic development in the Greater Manchester Region (though investments in public transport, skills, housing, economic regeneration, waste management, carbon neutrality and planning permission)
- *British Columbia, Canada, Sustainable Transportation Partnership of the Central Okanagan*: a partnership among local governments in the Central Okanagan Region that oversees investment in regional transportation in the area
- *Manitoba, Canada, Pelly Trail Economic Development (“PTED”)*: an inter-municipal agreement between five municipalities to share growth in commercial property tax revenue and reduce inter-municipal competition
- *Alberta, Canada, Beaver Emergency Services Commission (“BESC”)*: an agreement to pool resources to deliver fire services to the region, thereby reducing the cost burden of individual municipalities

The Working Group reviewed the 10 examples and indicated through an online poll the top four jurisdictions and top four individual model features they were most interested in researching further.

### 3 Deep Dive Research on Example Models from Four Jurisdictions

The Project Team conducted detailed research on jurisdictions that were shortlisted by the Working Group. These examples include:

- Washington, US: West Plains Public Development Authority (“PDA”)
- California, US: Chula Vista Bayfront Development
- Ohio, US: Cities of Norton and Barberton – Joint Economic Development Zone (“JEDZ”)
- Pennsylvania, US: Allegheny Regional Assets District (“RAD”)

This detailed research entailed executing an additional literature review to collect further details on these investment and benefits sharing models as well as lessons learned and success factors for partnerships. In addition, the selected jurisdictions were contacted directly for interviews with political or administrative leaders.

### 4 Use in Selection of Model Features for EMRB SISB Model

Example models were constructed using features identified by the Working Group and presented to Working Group members in a workshop. Following the subsequent discussion, members were asked to identify a further subset of model features for inclusion in the SISB Conceptual Model. These features were then presented to members of the SISB Task Force, who were asked to select the features they would like included in the SISB Conceptual Model. Task Force members selected model features and components they felt aligned to the principles they established in the Strategic Guidance document (such as equity and proportionality), were innovative, and would be effective in the EMRB context.

The final step involved identifying key observations and findings from the Environmental Scan. The Project Team reviewed the results of the scan to identify governance or model feature elements that were applicable to the EMRB context. A summary of these observations is included in the *SISB Framework and Conceptual Model* section of this document.



## ➤ Key Findings from the Environmental Scan

While there was significant heterogeneity in the partnerships examined from various jurisdictions, there were several commonalities, features and lessons learned that were drawn upon when developing the SISB Framework and Model for EMRB. It is important to recognize, however, that jurisdictional differences can affect the potential revenue-sharing features of the model. For example, regions in the United States may have access to different revenue streams (e.g., sales tax) to be shared among partners, which are not available to the municipalities in EMRB Region. As such, a customized SISB Model was ultimately developed that fits the key principles and requirements of EMRB's member municipalities.

Key findings from the Environmental Scan are presented below:



### **Benefits shared through SISB models are typically financial in nature**

Although the ultimate goal of many SISB projects is to generate broader economic development gains (economic contributions, long-term economic structuring and community / social gains), a defined mechanism for sharing broader economic development gains was not observed in the identified SISB models. This is largely because the quantification and division of economic benefits is difficult in practice.



### **Revenue pools can be employed in SISB models to allow partners to continually invest in new projects that will benefit the partnership as a whole**

Pooling direct financial benefits realized as a result of initiatives undertaken by an agreement allows for sustainable collaboration among partners while reducing competition for regional assets. To note, some of the financial benefits or revenue streams available to US municipalities outlined in this report will not be available to municipalities in Alberta (e.g., sales tax).



### **Based on the initiatives observed in the Environmental Scan, a long-term orientation is typically required for partners to see the benefits from an SISB partnership come to fruition**

This is true for both direct financial benefits and broader economic development gains, as many projects observed in SISB models require significant up-front investments and a longer payback period. A long-term orientation can also contribute to the sustainability of a partnership and instill a degree of trust and collaboration between partners.



### **SISB models need to be tailored to the investment in question**

In general, SISB agreements are tailored to support the specific investment they were designed to enable. Models that can undertake different types of initiatives often have adjustment mechanisms to ensure that they are suited to each initiative in question. Due to the diverse nature of costs for different initiatives, a model should be designed with some flexibility.



### **Setting up SISB models will often benefit from the support and involvement of diverse stakeholders**

Achieving consensus among different groups of external actors that may benefit from or be affected by the SISB model can help ensure the success and sustainability of the partnership. This may involve setting up the model to be flexible and include other parties (such as the private sector or other levels of government) or aligning on regional priorities with input from stakeholders beforehand.



**Clearly defined objectives and priorities can help focus and increase the efficiency of SISB models**

Clearly defined objectives can help partners better prioritize and select initiatives to pursue. With clearly defined objectives, the partners can better tailor their model to suit the types of initiatives in scope. In addition, clearly defined objectives can help enhance the level of transparency in decision-making processes and metrics upon which initiatives are evaluated.



**Depending on the objectives of a partnership, benefit sharing can either be proportional or redistributive in nature**

Proportional sharing of benefits entails that partners receive benefits in proportion to the costs they have contributed, and redistributive benefit sharing often means that partners receive a greater or lesser share of benefits based on size or wealth in an effort to create a more balanced financial playing field. The way benefits are allocated often stems from the objectives of the partnership, and redistributive benefit-sharing is more common when there are many partners involved.



**Cost-sharing initiatives often allocate contributions based on expected usage, rather than ability to pay**

Because pure cost sharing initiatives do not generate significant revenue to be divided among partners, the expected usage of an asset is often leveraged to equitably divide costs. This is a way to ensure that costs are divided in a way that corresponds to the expected benefit that each partner will receive from the initiative.

The findings from the Environmental Scan played a key role in helping inform the construction of the EMRB SISB Framework and Model and provided inspiration for different features that could be adapted. For example, features such as proportional cost/benefit sharing, revenue pooling and host jurisdiction compensation were highlighted in the scan as potential features for inclusion in the EMRB SISB Model.



## 6. SISB Framework and Model Overview

# SISB Framework and Model

The **SISB Framework** refers to the parameters and principles upon which the SISB Model is constructed, including guiding documents, foundational direction from Task Force members and requirements provided by Working Group members. The **SISB Model** refers to the features and characteristics that inform the design of the functioning SISB Model in Excel format – the operation of which will determine the costs and benefits for specific initiatives that are shared by EMRB municipal partners. Output from the SISB Model will be used—in combination with other forms of evaluation—to inform EMRB officials when making critical investment decisions on potential SISB initiatives.

## ➤ Developing the SISB Framework

To initiate development of the SISB Framework, several principles and requirements were leveraged from the EMRB Regulation, EMRB growth plan and strategic guidance documents. These elements were used to guide the construction of a customized SISB Model and to ensure that the Model was aligned with EMRB's overall objectives for the Region. Below is a summary of the principles and requirements from each key document that formed the foundation for the SISB Model.



### EMRB Regulation Principles

The key principles from the EMRB Regulation that influenced the Model design centre on the mandate of EMRB and include:

- Promote the **long-term sustainability** of the Edmonton Metropolitan Region
- Ensure **environmentally responsible land-use planning**, growth management and efficient use of land
- Develop policies regarding the **coordination of regional infrastructure investment** and service delivery
- Promote the **economic well-being and competitiveness** of the Edmonton Metropolitan Region.



### EMRB Growth Plan Guiding Principles

The EMRB growth plan also presents guiding principles that are directly applicable to the SISB Framework and Model. Like the EMRB Regulation, these principles were used to guide the development of the SISB Model and ensure that it was designed with the following objectives in mind:

- Collaborate and coordinate as a Region to **manage growth responsibly**;
- Promote **global economic competitiveness** and regional prosperity; and
- Achieve compact growth that **optimizes infrastructure investment**.



## SISB Strategic Guidance Document Principles, Considerations and Requirements

The Task Force created the Strategic Guidance document to outline the Strategic Intent, Guiding Principles, and Important Considerations for an SISB Framework and Model for the Region, summarized below:



### Strategic Guidance Principles

- **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.
- **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.

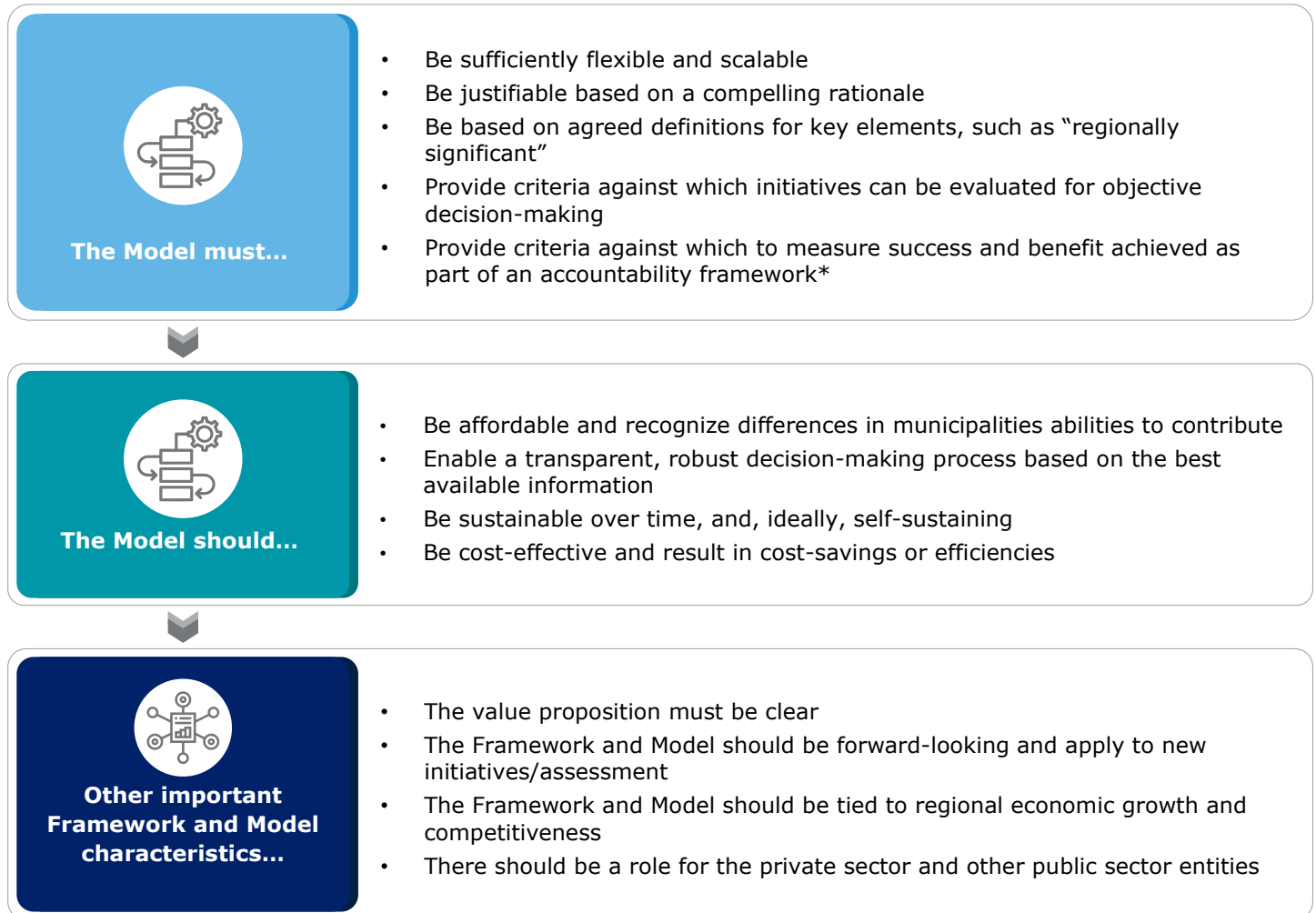


### Strategic Guidance Important Considerations

- **Autonomy\*** - The Framework and Model must address autonomy and municipal decision-making at the local level and 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 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.
- **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 citizens.
- **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 EMRB, will be responsible for determining a process to assess whether an initiative is regionally significant and applicable to the SISB framework and model.

\*Note that **Autonomy** is listed as both a principle and characteristic in the Strategic Guidance document. As a principle, Autonomy refers to the freedom of each municipality to act in its own best interests. As a characteristic, it describes the requirement to balance that free will with collective decisions for the benefit of the Region as a whole.

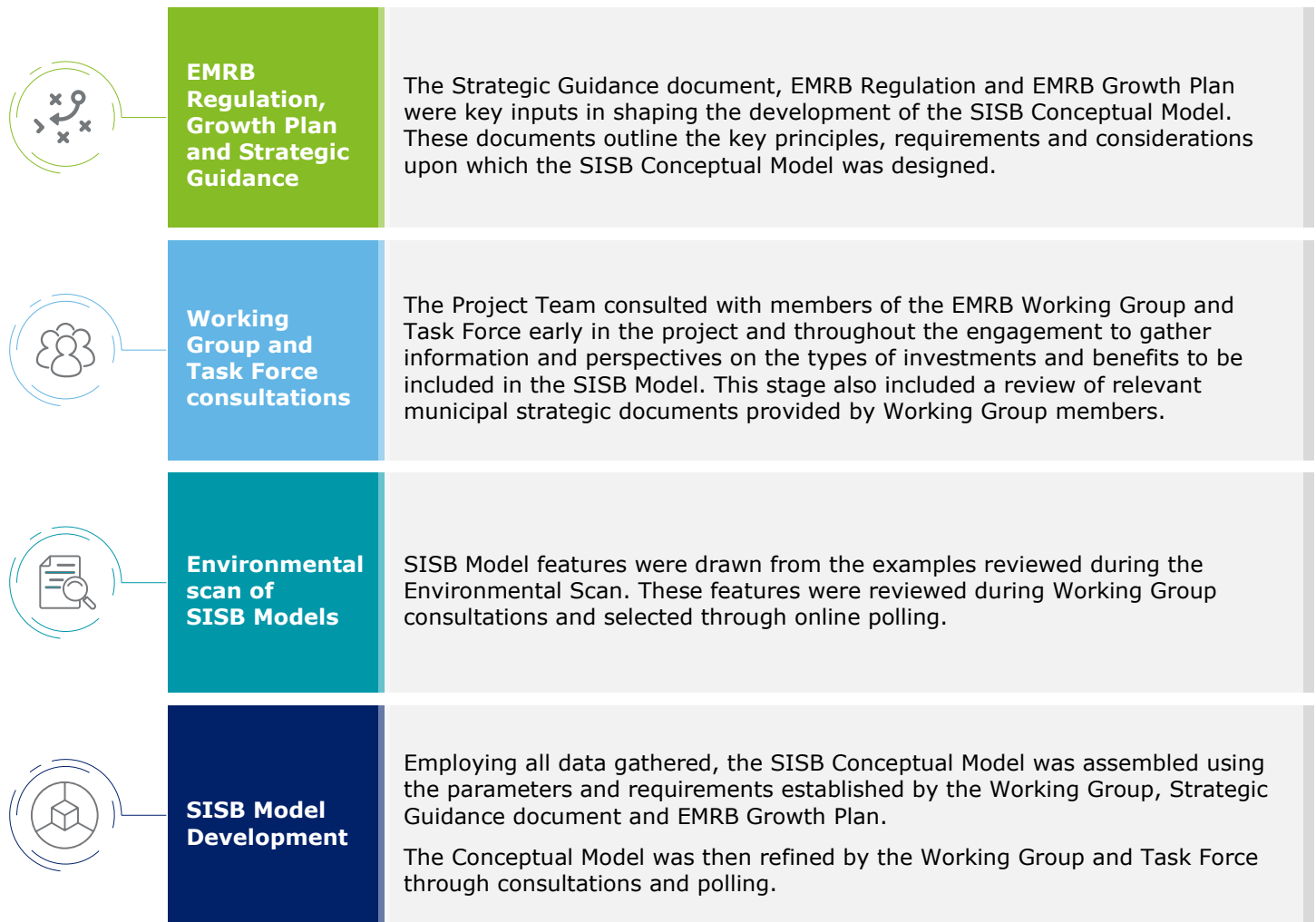
In addition to the identified principles and important considerations above, the SISB Strategic Guidance Document prescribes that the Framework and Model *must* reflect certain characteristics and, to the extent possible, *should* reflect other characteristics. These characteristics are listed below.



\*Note, this characteristic has not been reflected in the SISB Model but rather will be developed through by the SISB Working Committee on an initiative-by-initiative basis.





## ► Developing the SISB Conceptual Model

The SISB Conceptual Model was constructed based on the principles and requirements set out in the key founding documents described above. A series of consultations with the Working Group were used to obtain perspectives from across the Region on model requirements and potential investment types. In addition, Working Group members reviewed example partnerships from the Environmental Scan to select features for the SISB Model that could work in the EMRB context. All information on potential SISB Model features was subsequently presented to the Task Force for input and validation. The SISB Conceptual Model was then assembled according to Task Force guidance, using all the information gathered throughout the research process. See the detailed steps listed below:



## ► SISB Conceptual Model Features







The process described above produced several features that were incorporated into the SISB Conceptual Model. The table below classifies these features into four categories: Partner Contributions, Initiatives in Scope, Investment Sharing and Benefit Sharing. Model features shared by examples in the Environmental Scan are referenced in the table for comparative purposes.

		Similar characteristics observed in the Environmental Scan...
 <p><b>Partner Contributions</b></p>	<ul style="list-style-type: none"> <li>The Model is agnostic to funding sources used by municipal partners (i.e., it is up to each municipality to determine how to fund contributions to initiatives)</li> <li>The Model allows for the participation of external stakeholders (who will receive benefits in proportion to their contribution or according to agreement-specific terms)</li> </ul>	<ul style="list-style-type: none"> <li>US: San Diego Chula Vista Bayfront</li> <li>US: West Plains Public Development Authority</li> </ul>
 <p><b>Initiatives in Scope</b></p>	<ul style="list-style-type: none"> <li>The Model can accommodate different sizes and types of projects (i.e., it is flexible enough to accommodate any value and type of project and any number of contributors)</li> <li>The SISB Model is designed to accommodate initiatives that generate direct revenues to be shared between partners*</li> <li>The weighting and variables by which costs and benefits are shared are flexible, thereby allowing for different initiatives to be pursued in an appropriate manner (e.g., using ridership for transit)</li> </ul>	<ul style="list-style-type: none"> <li>US: Cities of Norton and Barberton</li> <li>US: Spokane West Plains Public Development Authority</li> </ul>
 <p><b>Investment Sharing</b></p>	<ul style="list-style-type: none"> <li>Contributions are split based on a combination of measures that capture key differences between the partners (e.g., population, tax assessment)</li> <li>Initiative-specific cost-sharing variables may be introduced to capture the potential usage of an investment by municipalities (e.g., if a transit initiative is being pursued ridership could be introduced as a mechanism to allocate costs)</li> <li>The Model can incorporate non-financial contributions such as land, human and technical resources or the provision of key services</li> <li>Non-financial contributions will be converted to equivalent dollar amounts for inclusion in the funding contributions of partners (e.g., salary equivalent of FTE)</li> </ul>	<ul style="list-style-type: none"> <li>US: Cities of Norton and Barberton</li> <li>Manitoba, Canada: Pelly Trail Economic Development</li> </ul>
 <p><b>Benefit Sharing</b></p>	<ul style="list-style-type: none"> <li>The Model directly allocates financial benefits that are quantifiable and dividable (i.e., revenues)</li> <li>Financial benefits are shared proportionately to partner contributions</li> <li>The Model incorporates a revenue-pooling mechanism to fund future initiatives</li> <li>The Model incorporates a host jurisdiction compensation mechanism to recoup costs to the host of servicing the investment</li> <li>Broader economic or social benefits are not directly included in the Model but are assessed or quantified through the Initiative Assessment Process (e.g., through an Economic Impact Evaluation)</li> </ul>	<ul style="list-style-type: none"> <li>US: West Plains Public Development Authority</li> <li>Manitoba, Canada: Pelly Trail Economic Development</li> <li>Manchester, UK: Greater Manchester Combined Authority</li> </ul>

\*For initiatives with no direct revenue streams, only the 'investment-sharing' function of the SISB Model will be activated. Although it can certainly be used for this purpose, it is not the main intent of the SISB Model.





	The Model should be sustainable over time, and, ideally, self-sustaining	The <b>Revenue Pool</b> can be used to fund future investments in the Region
	The Framework and Model should be forward-looking and apply to new initiatives and, potentially, new assessment	The <b>Initiative Assessment Process</b> only considers net new projects (see <i>Initiative Assessment Process</i> section of this document)
	There should be a role for the private sector and other public sector entities	The Model accommodates <b>contributions by external parties</b>
	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	The <b>formula for contributions</b> considers each municipality's population, tax assessment, and potential usage of an investment (where applicable). In addition, the Model includes the ability for partners to <b>contribute non-financial resources</b>
	The allocation of benefits should be proportional to the amount invested	The Model stipulates that <b>benefits are proportional to investments</b>
	The Model should not prescribe how member municipalities finance their respective investments	The Model is <b>agnostic to funding sources</b> used by municipal partners

## ➤ SISB Model – Construction and Testing

The SISB Model was constructed in MS Excel by the Project Team over several weeks according to the SISB Conceptual Model design. The Excel file is owned and maintained by EMRB administration.

The Model allows users to input several assumptions and data points that will be drawn from the Business Case and Feasibility Study developed for each initiative (see *Initiative Assessment Process* section later in this document for a detailed description). These inputs include items like capital costs, operational costs, investment timeline, contributions from partners, proportional contribution to the EMRB Revenue Pool, and others. Calculations are made using the formulas built into the SISB Model, with outputs presented on two dashboards – one that displays the financial value of contributions of each EMRB municipality and one that displays the financial benefits to each municipality over the prescribed time horizon.

In order to test the SISB Model's function and demonstrate its output, Working Group members identified two example Test Cases for use in the Model: Regional Broadband Connectivity and a Regional Waste Management Facility. The Broadband case had a reasonably robust dataset, as EMRB had commissioned a study in 2020 to estimate the economic and social impacts of enhancing broadband connectivity across the Region. For the Waste Management Facility case, several comparators were drawn to similar facilities in other parts of Canada to make assumptions on data inputs for the Model. Prior to running the SISB Model for both test cases, some assumptions were tested with the Working Group to ensure their reasonableness.

Model outputs for both test cases were generated within the Contributions and Benefit dashboards, which were presented to both the Working Group and Task Force for feedback on format and readability – with dashboard updates made following these reviews. Task Force members helped to shape the final design of the output dashboards, with an understanding that the dashboards will be used in future decision making on potential initiatives and therefore must be clear, accessible and meaningful to municipal officials.

# 7. Initiative Assessment Process

A high-angle, top-down photograph of a diverse group of people in a meeting room. The room features a large, circular wooden table in the center, surrounded by several large, modern, light-colored armchairs. A woman in a wheelchair is seated at the table, looking at a document. Other people are sitting around the table, some looking at laptops and others at documents. The lighting is bright, and the overall atmosphere is professional and collaborative. The text '7. Initiative Assessment Process' is overlaid in white on the left side of the image.

# Initiative Assessment Process

For the SISB Model to be used in practice, a process was developed to assess potential initiatives for collective investment. This process determines which potential initiatives are “regionally significant” and are evaluated for their potential impact on the Region. In particular, the Strategic Guidance document explains that the SISB Framework and Model must provide criteria against which initiatives can be evaluated for objective decision-making. In developing the Initiative Assessment Process, the following principles and requirements were leveraged from the Strategic Guidance document:



**Regional Significance** – The SISB Framework and Model must be based on agreed definitions for key elements, such as “regionally significant” and what constitutes “benefit”.



**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 EMRB, will be responsible for determining a process to assess whether an initiative is regionally significant and applicable to the SISB Framework and Model.



**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. In addition, the SISB Framework and Model must address autonomy and municipal decision-making at the local level and must balance the need for local independence and regional significance.



**Accountability** – The SISB 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 questions, input, and engagement in the process. The SISB Framework and Model should enable a transparent, robust decision-making process based on the best available information.

## ➤ Approach to Developing the Initiative Assessment Process

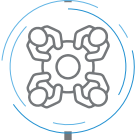
An iterative approach was used to develop the initiative Assessment Process, leveraging the Strategic Guidance document as well as input gathered from both the Working Group and the Task Force. The process is described in the table below.



### Task Force member interviews

Interviews were conducted with the 13 members of the SISB Task Force between January and March 2020. During these discussions, insight was gathered into what issues were top of mind regarding the governance of the SISB Model and the prioritization of potential SISB initiatives.

Using this guidance, a draft Initiative Assessment Process was created that would be refined over a series of thoughtful discussions with both the Working Group and Task Force.



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**Working Group consultations**

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The preliminary Initiative Assessment Process was presented to the Working Group in order to gather feedback on the Process and make further refinements.

Members of the Working Group were surveyed to identify and rank key criteria to be included in the Process when assessing potential initiatives for regional significance.



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**Task Force meetings**

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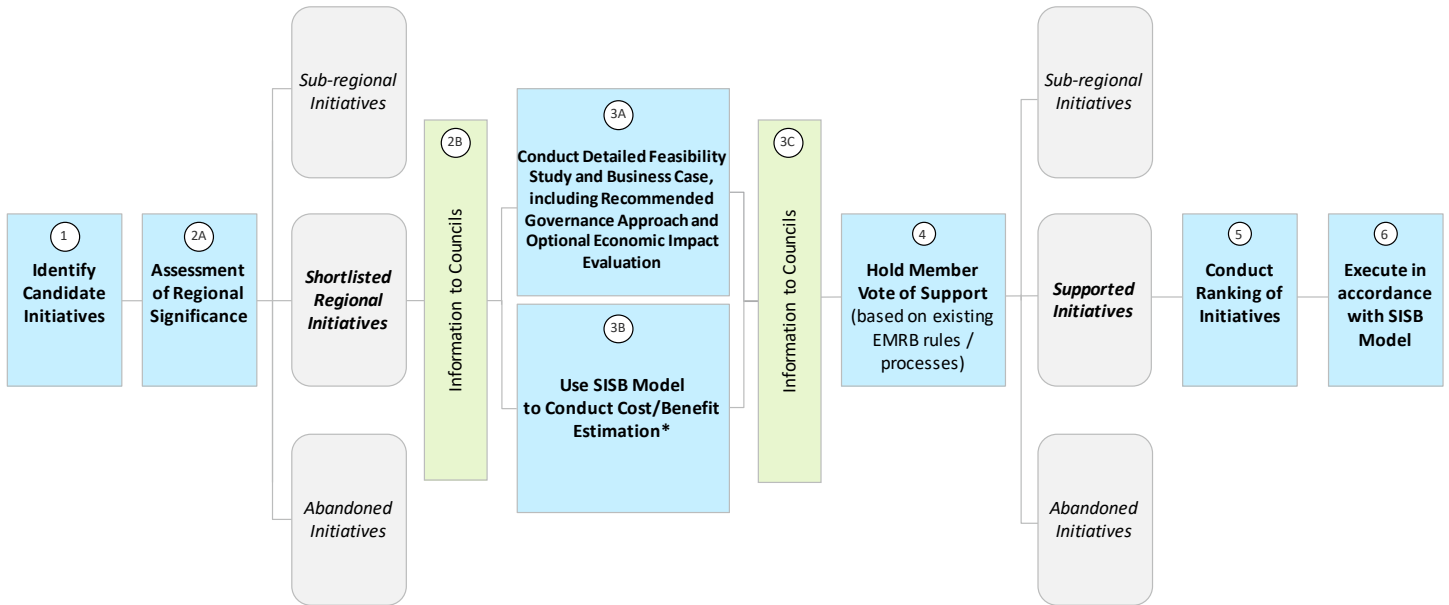
The refined Initiative Assessment Process was presented to the Task Force (as well as members of the Working Group) during designated Task Force meetings.

Members of the Task Force were polled during these meetings to provide direction on key components of the Process as well as any points of divergence.

The Process was discussed extensively and refined over several Task Force meetings and Working Group workshops.

## ➤ Initiative Assessment Process Diagram

The diagram below outlines the six major steps (and the subcomponents of steps) included in the Initiative Assessment Process.



\*The SISB Model will be used to determine the distribution of costs and benefits among municipalities

## ➤ Operational Details of the Initiative Assessment Process

Working within the broader six steps of the Initiative Assessment Process, the detailed actions required to operationalize the Process were developed over in-depth discussions with Working Group members and are listed below.

### ➤ Step 1

#### Identify Candidate Initiatives

##### Initiating the Process

- EMRB members are responsible for identifying, sponsoring and gathering information for potential initiatives
  - Sponsoring municipalities will bring proposed initiatives to a Working Committee meeting for introduction and high-level discussion
  - Potential initiatives may also be brought forward by EMRB and could bypass Step 2 (as these will have support already)
- Sponsoring members will prepare and present information on the initiative’s expected impacts in a standard Evaluation Template that is used in Step 2A.
  - The sponsoring municipality will be free to procure a third-party study but is not required to do so
- The Working Committee will have a quarterly agenda item to initiate the nomination of potential initiatives, with off-cycle opportunities for initiatives on a critical timeline for approval

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## Evaluation Template

- EMRB Administration owns the Evaluation Template and updates the Template with input from the Working Committee; the Working Committee uses the Evaluation template in conducting Assessments of Regional Significance
- If required, the Working Committee will offer the sponsoring municipality advice on completing the Template or answering questions on how to use the Template

## External agencies bringing forward proposed Initiatives

- External agencies must have the support of at least one sponsoring municipality to initiate the process (i.e., there is no public application process)

## Outcome of Step 1

- List of initiatives for assessment in Step 2A
- 

## ➤ Step 2



### Assessment of Regional Significance

#### Step 2A:

#### Conducting the Assessment

- Initiatives are evaluated for regional significance by the Working Committee, using a set of criteria within a Template completed by the sponsoring municipality
- The evaluation should be efficient and aimed at identifying projects that are regionally significant “game-changers”

#### Cadence for Evaluations

- The Working Committee will meet quarterly to both evaluate proposals or support proposals that are in progress
- Additional ad hoc meetings can be convened as needed by the Working Committee or EMRB Administration (adding flexibility to the process for time sensitive investments)
- In its Terms of Reference, the Working Committee will establish some criteria for what constitutes a sufficient evaluation of regional significance, so the sponsoring municipality is not unreasonably burdened with costs or requirements for additional work
- The Working Committee may request additional information from the sponsoring municipality and offer assistance in addressing any questions from the sponsoring municipality

#### Step 2B:

#### Information to Councils

- Working Committee members will share information about regionally significant initiatives with their respective Councils, in the form most appropriate for each municipality
- Input from each Council is recorded by its respective Working Committee member and shared with the EMRB voting member in the form most appropriate for each municipality

#### Reports for EMRB Board

- A summary of initiatives that meet the criteria for regional significance is prepared quarterly (or at a regular frequency) for the EMRB Board by the Working Committee with assistance from EMRB Administration. The report contains:
    - Brief descriptions of initiatives deemed regionally significant
    - List of initiatives not deemed regionally significant
-

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- Substantive items are presented at EMRB Board meetings

### **Outcomes of Step 2**

- Municipalities gain an understanding of the regional significance of each proposed initiative, including the potential magnitude and regional dispersion of socio-economic impacts from an initiative
  - Following the Assessment, initiatives are either:
    - *Shortlisted* (deemed regionally significant and proceed to Step 3A)
    - *Sub-regional* (deemed not regionally significant but may be pursued at the sub-regional level with full access to the model without EMRB involvement)
    - *Abandoned* (deemed not regionally significant and no longer considered)
- 

## **➤ Step 3**



### **Detailed Feasibility Study, Business Case, Governance Recommendation and SISB Modelling**

#### **Step 3A:**

##### **Detailed Feasibility Study and Business Case**

- A detailed Feasibility Study and Business Case will be conducted for shortlisted initiatives to determine the expected costs and benefits to the Region, any potential risk factors, affordability and other considerations required to determine the merits of the project to the Region

##### **Recommended Governance Approach**

- An appropriate governance approach will be recommended for each initiative

##### **Economic Impact Evaluation**

- An optional Economic Impact Evaluation may be completed as part of this step to quantify the economic benefits from an initiative

##### **EMRB payments to a third party to conduct work in Step 3A**

- EMRB Administration contracts to a third party for this work
- An annual line item in the EMRB budget will be allocated toward third party support in completing Step 3A

#### **Step 3B:**

##### **SISB Modelling**

- The expected financial costs and benefits allocated to each EMRB member are estimated using the SISB Model

##### **Initiating the SISB Model run work**

- The Working Committee will initiate Step 3B (with support from EMRB Administration)
- EMRB Administration will oversee third party consultants working on Model runs

##### **Ownership and maintenance of the SISB Model**

- EMRB Administration owns and is responsible for maintenance of the SISB Model
- Model runs are funded by EMRB (in the same budget line item as the work for Step 3A)
- Model runs initiated by individual municipalities or a subset of municipalities are not funded by EMRB

##### **EMRB payments to a third party to conduct work in Step 3B**

- EMRB Administration contracts to a third party for this work
  - An annual line item in the EMRB budget will be allocated toward third party support in completing Step 3B
-



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### Partner (private firm; other level of government) contributions to the costs of Step 3A and 3B

- Partner contributions should be determined on a case-by-case basis, allowing EMRB municipalities to be creative and flexible with who and how they partner with external firms or agencies<sup>1</sup>

#### Step 3C:

##### Information to Councils

- Working Committee members will share information about regionally significant initiatives with their respective EMRB voting member and Councils, in the form most appropriate for each municipality
- Consultation with Councils in Step 3C is a more in-depth process than in Step 2B as there will be a greater amount of information and analysis to be shared in 3C

##### Outcomes of Step 3

- Municipalities gain a detailed understanding of total costs and benefits to the Region, the respective financial commitments and benefits to each member, a proposed governance structure and the associated risks of each proposed initiative
- 

## ➤ Step 4



### Vote of Support

#### Vote of Support Parameters

- Using the information provided in Steps 2 and 3, EMRB Board members vote on supporting the collective undertaking of each initiative
- Participation is mandatory for initiatives that pass the vote of support and that will be governed by EMRB

#### Vote of Support Logistics

- The voting process follows the EMRB rules and structures of the day to determine if an initiative is supported to proceed to Step 5
- Votes of Support are held at regular EMRB Board meetings, however there may need to be additional Board meetings when decisions on initiatives are time sensitive
- The Working Committee will present all information on initiatives to the Board in advance of a Vote of Support

#### Outcomes of Step 4

- Initiatives are either:
    - *Passed* (and advance to Step 5).
    - *Not passed* (initiative is abandoned or could be pursued by participating municipalities at a sub-regional level without EMRB participation)
- 

<sup>1</sup> The partnering process must be fair and unbiased (no matter who is paying into the costs of Steps 3A) – the perception must be avoided that a partner can 'buy into' the process by funding the work in Step 3A.

## ➤ Step 5



### Ranking Initiatives

#### Ranking Process

- Initiatives that pass the Member Vote of Support are approved for execution with support from participating municipalities
- The Working Committee initiates the Ranking process with support from EMRB Administration
- Supported initiatives are prioritized using cost-benefit analysis as well as qualitative criteria such as:
  - Size/value of benefits
  - Time to value
  - Presence of contributing partners/other sources of funding
  - Shovel readiness
- The ranking is performed by the Working Committee
- Working Committee members bring recommendations on the ranking to the EMRB Board for approval

#### Results of Rankings are reported to the Board

- The Working Committee submits the results with support from EMRB Administration when completed

#### Frequency of conducting Rankings

- Rankings are conducted as required – as it is unlikely there will be many initiatives at Step 5 concurrently

#### Outcomes of Step 5

- A prioritized list of regionally significant initiatives that will be executed in accordance with the SISB Model based on their ranking

## ➤ Step 6



### Execution of Initiatives

#### Execution in accordance with SISB Model

- Initiatives are executed and associated costs and benefits are shared according to the EMRB SISB Model output

#### Municipality exiting agreement on an initiative

- If a participating municipality wishes to leave the agreement due to an unforeseen external event, the municipality will bring this to the EMRB Board for consideration
- If the municipality exits the initiative, all funds it has contributed to date will be forfeited

#### Process for terminating or halting initiatives in the case of unforeseen events

- The EMRB Board is empowered to halt or terminate an initiative
- The Governing Entity or the Board members themselves could initiate a process to terminate or halt initiatives (to be decided by the Board)
- This process should consider only significant disruptive events

#### Monitoring progress/performance of initiatives

- The Governing Entity monitors the progress/performance
- EMRB Administration will provide a holistic summary on progress for planning purposes to the Board

### Managing the SISB Revenue Pool

- The existing EMRB Audit and Finance Committee manages the pool, with funds specifically allocated and dedicated to funding future SISB projects

### Assessment Process Review




- The Assessment Process is reviewed every two years by the Working Committee and the results are presented to the EMRB Board
- Only recommended changes will be brought to the EMRB Board

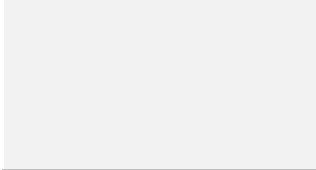
### Outcomes of Step 6

- The benefits and costs associated with the initiatives are allocated using the SISB Model
- Broader economic benefits accrue to the Region over time
- The Assessment Process is reviewed every two years and is updated if required according to EMRB direction

## ➤ Key Roles and Responsibilities in the Initiative Assessment Process

In order to effectively execute and govern the Initiative Assessment Process, three parties are required to play significant roles from throughout. These parties include a Working Committee (drawn from administrative staff in each EMRB municipality), EMRB Administration (providing administrative support), and the EMRB Board (providing oversight and decision-making authority). The roles and responsibilities for these three parties are summarized in the table below.

WHO	ROLE	KEY CONSIDERATIONS
<p><b>Working Committee</b></p> 	<p>A Working Committee will be established to <b>oversee the process</b></p>	<ul style="list-style-type: none"> <li>• Each municipality determines the appropriate Working Committee member and ensures that the individual is empowered to advise on behalf of the organization</li> <li>• At a minimum, there will be an individual and an alternate identified that have the accountability and understanding of the Initiative Assessment Process and SISB Model</li> <li>• A strong Terms of Reference will be required for this Committee</li> </ul>
<p><b>EMRB Administration</b></p> 	<p>EMRB Administration should perform the <b>coordination and administrative functions</b> to support the Working Committee</p>	<ul style="list-style-type: none"> <li>• This function could be performed similar to EMRB Administration’s role in supporting other EMRB committees/initiatives</li> <li>• For example, the responsibilities of EMRB Administration will include:                             <ul style="list-style-type: none"> <li>– Preparing summary documents for EMRB Board meetings</li> <li>– Ownership and maintenance of the SISB Model</li> <li>– Third-party engagement</li> <li>– EMRB Audit and Finance Committee manages the SISB Revenue Pool</li> </ul> </li> </ul>
<p><b>EMRB Board</b></p> 	<p>The EMRB Board should receive regular updates with respect to the Initiative Assessment Process to inform the Vote of Support as well as provide insight into initiatives underway for planning purposes</p>	<ul style="list-style-type: none"> <li>• The EMRB Board is engaged or receives informational updates at the following steps in the Process:                             <ul style="list-style-type: none"> <li>– <b>Step 2</b> (The EMRB Board receives a report after the Assessment of Regional Significance which includes items such as descriptions of initiatives deemed regionally significant, initiatives not deemed regionally significant, etc.)</li> <li>– <b>Step 4</b> (Member Votes of Support are held at regular EMRB Board meetings – the Working Committee will present all information on initiatives to the Board before a Vote of Support)</li> </ul> </li> </ul>

- 
- **Step 5** (The Working Committee/EMRB Administration submits the results of ranking initiatives to the Board at regular intervals)
  - **Step 6** (EMRB Administration will provide a holistic summary on the progress of initiatives to the Board at regular intervals)
- 

### ➤ **Municipal Autonomy and Mandatory Participation in initiatives**

The development of the Initiative Assessment Process met a considerable challenge in balancing two key principles/characteristics prescribed by the Task Force in the Strategic Guidance document: **Autonomy** of municipalities on decision-making and **Mandatory Participation** of municipalities in regionally significant initiatives. Discussions with both the Working Group and Task Force centred on this topic over the course of the project, with well-informed and passionate perspectives offered by participants throughout.

Through several Working Group and Task Force meetings, a balance was ultimately achieved between the Autonomy and Mandatory Participation principles. For initiatives that pass the Vote of Support where EMRB governance is recommended, participation among EMRB municipalities is mandatory and each partner is required to contribute according to the SISB Model formula. However, EMRB members may appeal to the EMRB Board for exemptions from participation under exceptional circumstances. For SISB initiatives that pass the Vote of Support and the business case recommends that the initiative be governed by an agency external to EMRB, participation will not be mandatory.

It is important to note that SISB initiatives may also be pursued at the sub-regional level (i.e., with fewer than 13 municipalities) at any time, and that the Initiative Assessment Process could act as an incubator for initiatives that are good investments for several (but not necessarily all) municipalities in the Region. However, as prescribed in the Initiative Assessment Process, the EMRB does not participate in initiatives that have fewer than 13 contributing members.



## 8. Conclusion and Next Steps

# Conclusion and Next Steps

## ➤ Concluding Remarks

The requirements and features of the SISB Framework and Model were established through numerous consultations with the Working Group and Task Force, with the intent of designing a solution that is aligned with guidance provided by the Task Force through the Strategic Guidance document and the Region’s objectives expressed in the growth plan. Flexibility and scalability have been built into the SISB Framework and Model to ensure that it can serve both the current and future objectives of the Region.

Overall, Task Force members arrived at consensus reasonably quickly on the SISB Model Framework, the features and design of the Conceptual SISB Model and the format of the output dashboards for use in the decision-making process. Thorough discussion and iteration on these items with the Working Group assisted with the efficient approval of these critical items needed for SISB Model construction. In their approval of the Initiative Assessment Process that balances the principles of municipal Autonomy and Mandatory Participation, Task Force members were able to simultaneously prioritize both the interests of their respective municipalities as well as broader economic development within the Region.

Developing the principles, processes and tools for investing in regional ‘game-changing’ initiatives is a critical step in improving the overall competitiveness of the Region. Effective governance, oversight, communication and stakeholder engagement will be equally critical going forward to ensure the success of SISB initiatives and the long-term economic development in the Region. Recommendations on tactical next steps for operationalizing the SISB processes and tools developed for this project are listed in the subsection below.

## ➤ Next Steps – Operationalizing SISB

With processes and tools established to assess and evaluate potential initiatives, several steps are required to activate the SISB process developed through this project. Note that these steps are not an exhaustive list and could be built upon by the EMRB Board and other municipal officials in the Region.



### Working Committee

Each EMRB member municipality will designate a member of the Working Committee who will contribute to the execution of the SISB Initiative Assessment Process.



### Terms of Reference

A Terms of Reference for the Working Committee should be established that defines the processes, roles and responsibilities for this group with respect to the Initiative Assessment Process. Ideally this document will be built collaboratively with Working Committee members.



**Investment Focus**

It is important for EMRB leaders to determine priority investment areas for the Region. This will inform criteria for assessing the regional significance of proposed initiatives. Other regions have been successful in creating a coherent economic development strategy to articulate these priorities and create buy-in among regional partners and constituents. It is recommended that these priorities are developed iteratively with EMRB leaders to consider numerous options as well as the perspectives of multiple stakeholders.



**Resources**

Additional contracted resources are likely needed to perform evaluations in Step 3 of the Initiative Assessment Process – arranging for these resources in advance will assist in the timely execution of evaluations.



**Communications**

A strategy to communicate the output of the SISB project, as well as ongoing communications once investments are considered and executed, will be helpful in distributing timely and consistent information across the Region.



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## **Shared Investment for Shared Benefit Report – Appendices**

Prepared for the Edmonton Metropolitan Region Board

April 2021

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# **Appendix A:** SISB Member Economic/Demographic Profiles
































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# Strathcona County Profile

<h3>Key Industries/Sectors</h3> <ul style="list-style-type: none"> <li>Technology</li> <li>Petrochem and Petroleum</li> <li>Agriculture</li> <li>Construction</li> <li>Trucking</li> <li>Engineering</li> </ul>	<h3>Population, Land Size, Density</h3> <ul style="list-style-type: none"> <li>Population of <b>98,381</b></li> <li>Land size of <b>1,265 sq. km.</b></li> <li>Density of <b>83 per sq. km.</b></li> </ul>	<h3>Median Income and Median Age</h3> <ul style="list-style-type: none"> <li>Median income of <b>\$41,799</b></li> <li>Median age of <b>35.8 years</b></li> </ul>	<h3>Operating and Capital Budget</h3> <ul style="list-style-type: none"> <li>Annual operating budget of <b>\$371M</b></li> <li>Annual capital budget of <b>\$64.5M</b></li> </ul>
<h3>Assets</h3> <ul style="list-style-type: none"> <li>Net financial assets balance of <b>\$67.9M</b></li> <li>Non-financial assets total of \$1,939M (<b>\$1,935.4M</b> comprised of tangible capital assets).</li> <li>Examples of capital assets include:           <ul style="list-style-type: none"> <li>Hydrocarbon refining cluster</li> <li>Pre-zoned and serviced heavy industrial land</li> <li>Cooking Lake Airport</li> </ul> </li> </ul>	<h3>Economic Development</h3> <p><b>Strathcona County Economic Development and Tourism (EDT)</b> works towards the growth of the community through business and development attraction, retention and expansion through entrepreneur support.</p> <p>Areas of emphasis include:</p> <ul style="list-style-type: none"> <li><b>Economic growth</b> (i.e. commercial attraction, development attraction)</li> <li><b>Diversification and innovation</b> (i.e. cluster development, business mentorship)</li> <li><b>Business support</b> (i.e. small business seminars, business owners 1on1 support)</li> <li><b>Readiness</b> (i.e. research and communication, business location inventories)</li> </ul>	<h3>Strategic Plan Themes</h3> <ul style="list-style-type: none"> <li>Build <b>strong communities</b> to support the diverse needs of residents</li> <li>Manage, invest and plan for <b>sustainable municipal infrastructure</b></li> <li>Cultivate <b>economic diversification</b> within the petro-chem industry and beyond through a <b>business friendly</b> environment</li> <li>Ensure effective <b>stewardship</b> of water, land, air and energy resources</li> <li>Foster <b>collaboration</b> through regional, community and government <b>partnerships</b></li> <li>Provide facilities and services that are <b>available and accessible</b> to residents</li> <li>Provide opportunities for <b>public engagement and communication</b></li> <li>Foster an environment for <b>safe communities</b></li> </ul>	<h3>Major Public Investments Underway or planned</h3> <ul style="list-style-type: none"> <li>Construction of the Ardrossan Water Reservoir: <b>\$6.5M</b></li> <li>Centennial Community Housing Servicing project: <b>\$5M</b></li> <li>Silver Birch Haven expansion: <b>\$5M</b></li> <li>Land purchased for the snowmelt facility: <b>\$3M</b></li> </ul> <h3>Major Inter-municipal Agreements</h3> <ul style="list-style-type: none"> <li><b>Alberta Industrial Heartland Association</b> (with Fort Saskatchewan, Sturgeon County, CoE, Lamont County)</li> <li><b>Ridership transfer agreements</b> (with CoE and St. Albert)</li> <li><b>Beaver Hills Initiative</b> (with Leduc County and other members outside EMRB)</li> </ul>






























Sources: Strathcona County 2018 Multi-year Budget; 2013-2020 Strathcona County Strategic Plan; 2019-2022 Strathcona County Corporate Business Plan; Statistics Canada Census Profile, 2016 Census

# Town of Morinville Profile

<h3>Key Industries/Sectors</h3> <ul style="list-style-type: none"> <li> Construction</li> <li> Public administration</li> <li> Healthcare and social assistance</li> <li> Retail Trade</li> <li> Manufacturing</li> </ul>	<h3>Population, Land Size, Density</h3> <ul style="list-style-type: none"> <li> Population of <b>9,893</b></li> <li> Land size of <b>11 sq. km.</b></li> <li> Density of <b>882 per sq. km.</b></li> </ul>	<h3>Median Income and Median Age</h3> <ul style="list-style-type: none"> <li> Median income of <b>\$50,353</b></li> <li> Median age of <b>34.2 years</b></li> </ul>	<h3>Operating and Capital Budget</h3> <ul style="list-style-type: none"> <li> Annual operating budget of <b>\$21M</b></li> <li> Annual capital budget of <b>\$1.2M</b></li> </ul>
<h3>Assets</h3> <ul style="list-style-type: none"> <li> Net financial assets balance of <b>-\$6.4M</b> (debt)</li> <li> Non-financial assets total of <b>148M</b></li> <li> Examples of capital assets include:             <ul style="list-style-type: none"> <li>Cultural and leisure facilities</li> <li>Commercial and retail market</li> <li>Morinville Industrial Park</li> </ul> </li> </ul>	<h3>Economic Development</h3> <ul style="list-style-type: none"> <li> The Town launched 2 <b>web-based programs</b> that have an economic development emphasis for Morinville specific to business attraction, expansion and retention.</li> <li> <b>Spacelist</b> (a service that pairs Morinville vacant land owners with investors and developers)</li> <li> <b>Local Intel</b> (A step by step process guide on getting new businesses started in Morinville from start to finish for: business creation, site location, business analytics, etc.)</li> </ul>	<h3>Strategic Plan Themes</h3> <ul style="list-style-type: none"> <li> Deliver a <b>balanced</b> 3-year operating budget and long range capital plan</li> <li> Develop an <b>Inter-municipal Collaboration Framework (ICF)</b> with Sturgeon County</li> <li> Deliver the <b>construction</b> of the Morinville Leisure Centre <b>on time, on budget, and within scope</b></li> <li> Complete a <b>master plan</b> for the 77-acre Morinville Leisure Centre Lands</li> <li> Establish <b>sponsorships</b> to support the opening of the Morinville Leisure Centre</li> <li> Promote Morinville as a preferred location for <b>business attraction</b> by stakeholders and investors</li> </ul>	<h3>Major Public Investments Underway or planned</h3> <ul style="list-style-type: none"> <li> Morinville Community Recreation Facility – Construction: <b>\$24.3M</b></li> <li> Morinville Community Recreation Facility – Site Servicing: <b>\$4.5M</b></li> <li> 48-unit affordable housing project: <b>\$750,000</b></li> <li> 2018 Road Rehabilitation &amp; Neighborhood Revitalization: <b>\$710,000</b></li> </ul> <h3>Major Inter-municipal Agreements</h3> <ul style="list-style-type: none"> <li> <b>Regional Recreation Facility</b> (with Sturgeon County)</li> <li> <b>Capital Region Intersection Safety Partnership (CRISP)</b> (with various EMRB members)</li> <li> <b>Disaster Planning/Emergency Services</b> (with various EMRB members)</li> </ul>

Sources: Town of Morinville Financial Statements for the Year Ended Dec. 31, 2018; Town of Morinville 2019-2021 Strategic Plan Highlights; Town of Morinville 2016 Municipal Census; Statistics Canada Census Profile, 2016 Census






# City of St. Albert Profile

<h3>Key Industries/Sectors</h3> <ul style="list-style-type: none"> <li> Construction</li> <li> Retail Trade</li> <li> Healthcare and social assistance</li> <li> Educational services</li> <li> Public administration</li> </ul>	<h3>Population, Land Size, Density</h3> <ul style="list-style-type: none"> <li> Population of <b>66,082</b></li> <li> Land size of <b>48 sq. km.</b></li> <li> Density of <b>1,354 per sq. km</b></li> </ul>	<h3>Median Income and Median Age</h3> <ul style="list-style-type: none"> <li> Median income of <b>\$52,581</b></li> <li> Median age of <b>40.7 years</b></li> </ul>	<h3>Operating and Capital Budget</h3> <ul style="list-style-type: none"> <li> Annual operating budget of <b>\$201M</b></li> <li> Annual capital budget of <b>\$71M</b></li> </ul>
<h3>Assets</h3> <ul style="list-style-type: none"> <li> Net financial assets balance of <b>\$82.2M</b></li> <li> Non-financial assets total of <b>\$1.02B</b></li> <li> Examples of capital assets include:             <ul style="list-style-type: none"> <li>St. Albert Place</li> <li>Campbell and Riel Business Parks</li> <li>Servus Credit Union Place</li> </ul> </li> </ul>	<h3>Economic Development</h3> <p> <b>St. Albert Economic Development department</b> works closely with organizations such as the local Chamber of Commerce and business incubator to government organizations and financial institutions to help businesses be successful as they look to expand or start-up in St. Albert. Business services include:</p> <ul style="list-style-type: none"> <li>Supporting new start-ups</li> <li>Attracting new businesses</li> <li>Promote St. Albert</li> <li>Foster business retention</li> <li>Maintain business practices</li> <li>Encourage people to visit St. Albert</li> </ul>	<h3>Strategic Plan Themes</h3> <ul style="list-style-type: none"> <li> <b>Growth Policy Framework:</b> Develop a robust policy framework to guide growth</li> <li> <b>Economic Development:</b> Enhance business/commercial growth</li> <li> <b>Building a Transportation Network:</b> Integrated transportation systems</li> <li> <b>Infrastructure Investment:</b> Identify and build needed capital assets</li> <li> <b>Housing:</b> Enhance housing options</li> <li> <b>Environmental Stewardship:</b> Explore innovative environmental and conservation opportunities</li> </ul>	<h3>Major Public Investments Underway or planned</h3> <ul style="list-style-type: none"> <li> Fowler Way Design and Construction: <b>\$6.7M</b></li> <li> Intelligent Transportation System Strategy Implementation: <b>\$4.4M</b></li> <li> Storm Management LOS: <b>\$3.7M</b></li> <li> Akinsdale/Kinex Repairs and Lifecycle: <b>\$2.9M</b></li> </ul> <h3>Major Inter-municipal Agreements</h3> <ul style="list-style-type: none"> <li> <b>U-Pass Revenue Sharing Agreement</b> (with five other EMRB members)</li> <li> <b>Walmart Tax Sharing Agreement</b> (with Sturgeon County)</li> <li> <b>Intermunicipal Collaboration Framework</b> (with City of Edmonton)</li> </ul>




Sources: City of St. Albert Council Strategic Plan 2018-2021; City of St. Albert Approved 2019-21 City Business Plan + 2019 Budget; City of St. Albert Annual Report Province of Alberta for the Year Ended Dec. 31, 2018; Statistics Canada Census Profile, 2016 Census

# City of Beaumont Profile




## Key Industries/Sectors

-  Construction
-  Healthcare and social assistance
-  Retail
-  Mining, quarrying, and oil and gas extraction
-  Manufacturing


## Assets

-  Net financial assets balance of **\$14M**
-  Non-financial assets total of **\$332M**
-  Examples of capital assets include:
  - Centre-Ville high end cluster development
  - Proximity to transport links



## Population, Land Size, Density

-  Population of **17,396**
-  Land size of **11 sq. km.**
-  Density of **1,661 per sq. km.**







## Economic Development

-  Dedicated staff that is **devoted to economic development** and help with questions relating to purchasing land, building facilities, business viability etc.
-  Economic Development efforts are focused on **increasing non-residential tax base and developing Centre-Ville area**



## Median Income and Median Age

-  Median income of **\$54,534**
-  Median age of **33.2 years**

## Strategic Plan Themes

-  Livability
-  Good governance, fiscal responsibility, and efficient use of tax dollars
-  Connecting with citizens
-  Regional collaboration and leadership
-  Economic prosperity
-  Welcoming diversity and celebrating our cultural heritage

## Operating and Capital Budget

-  Annual operating budget of **\$46M**
-  Annual capital budget of **\$5M**

## Major Public Investments Underway or planned





























-  2019 Neighborhood Renewal Program (NRP): **\$1.8M**
-  Centreville Phase 2 Storm Upgrades: **\$0.7M**
-  St. Vital Pumphouse Upgrades: **\$0.6M**
-  New Grader: **\$0.4M**

## Major Inter-municipal Agreements

-  **Cost Sharing Agreement** (with Leduc County)

Sources: Town of Beaumont Consolidated Financial Statements for the Year ended Dec. 31, 2018; Beaumont 2019 Consolidated Budget and 2019-2023 Financial and Capital Plan; Our Beaumont Municipal Strategic Plan 2017-2021; Beaumont Evaluate the Workforce; Statistics Canada Census Profile, 2016 Census



























# Leduc County Profile

<h3>Key Industries/Sectors</h3> <ul style="list-style-type: none"> <li> Agriculture</li> <li> Advanced manufacturing</li> <li> Oil and gas</li> <li> Transportation and logistics</li> <li> Energy</li> </ul>	<h3>Population, Land Size, Density</h3> <ul style="list-style-type: none"> <li> Population of <b>13,780</b></li> <li> Land size of <b>2,601 sq. km.</b></li> <li> Density of <b>5 per sq. km.</b></li> </ul>	<h3>Median Income and Median Age</h3> <ul style="list-style-type: none"> <li> Median income of <b>\$43,067</b></li> <li> Median age of <b>42.3 years</b></li> </ul>	<h3>Operating and Capital Budget</h3> <ul style="list-style-type: none"> <li> Annual operating budget of <b>\$92M</b></li> <li> Annual capital budget of <b>\$17M</b></li> </ul>
<h3>Assets</h3> <ul style="list-style-type: none"> <li> Net financial assets balance of <b>-\$196M</b> (debt)</li> <li> Non-financial assets total of <b>\$343M</b></li> <li> Examples of capital assets include:             <ul style="list-style-type: none"> <li>Edmonton International Airport</li> <li>Nisku Business Park</li> <li>Genesee Generation Station</li> </ul> </li> </ul>	<h3>Economic Development</h3> <p> Leduc County's <b>Economic Development program</b> works to grow the county through business development retention and expansion which includes:</p> <ul style="list-style-type: none"> <li>Supports for starting and growing businesses</li> <li>Resources and support for business</li> <li>Business funding resources and financial programs</li> </ul>	<h3>Strategic Plan Themes</h3> <ul style="list-style-type: none"> <li> Enriched quality of life</li> <li> Agricultural innovation and support for local food</li> <li> Enhanced transportation systems</li> <li> Economic Development</li> <li> Regional Leadership</li> </ul>	<h3>Major Public Investments Underway or planned</h3> <ul style="list-style-type: none"> <li> Public Works: <b>\$26M</b></li> <li> Fire Services: <b>\$3M</b></li> <li> Water: <b>\$1.6M</b></li> <li> Sewer: <b>\$0.9M</b></li> </ul> <h3>Major Inter-municipal Agreements</h3> <ul style="list-style-type: none"> <li> <b>Airport Accord SISB Framework</b> (with Edmonton International Airport, City of Edmonton, City of Leduc)</li> <li> <b>Intermunicipal Planning Framework</b> (with City of Edmonton, City of Beaumont)</li> <li> <b>Intermunicipal Development Plan (IDP)</b> (with the Town of Devon)</li> </ul>

Sources: Leduc County 2019 Final Budget - Consolidated; Leduc County Financial Statements Year end December 31, 2018; Leduc County 2018-2021 Strategic Plan; Statistics Canada Census Profile, 2016 Census






























# The City of Spruce Grove Profile

<h3>Key Industries/Sectors</h3> <ul style="list-style-type: none"> <li> Construction</li> <li> Retail Trade</li> <li> Healthcare and social assistance</li> <li> Accommodation and food services</li> </ul>	<h3>Population, Land Size, Density</h3> <ul style="list-style-type: none"> <li> Population of <b>35,000</b></li> <li> Land size of <b>32 sq. km.</b></li> <li> Density of <b>1,058 per sq. km.</b></li> </ul>	<h3>Median Income and Median Age</h3> <ul style="list-style-type: none"> <li> Median income of <b>\$48,600</b></li> <li> Median age of <b>34 years</b></li> </ul>	<h3>Operating and Capital Budget</h3> <ul style="list-style-type: none"> <li> Annual operating budget of <b>\$95M</b></li> <li> Annual capital budget of <b>\$21M</b></li> </ul>
<h3>Assets</h3> <ul style="list-style-type: none"> <li> Net financial assets balance of <b>-\$26M</b> (debt)</li> <li> Non-financial assets total of <b>\$520M</b> (largely comprised of \$257M of engineering structures and \$156M of land)</li> <li> Examples of capital assets include:             <ul style="list-style-type: none"> <li>• Event hosting facilities</li> <li>• Industrial lands and buildings</li> <li>• TransAlta Tri Leisure Centre</li> </ul> </li> </ul>	<h3>Economic Development</h3> <ul style="list-style-type: none"> <li> <b>Economic and Business Development</b> is responsible for bringing new businesses and investments to Spruce Grove.</li> <li> The department ensures that Spruce Grove offers a <b>competitive environment</b> for businesses and investors. It is involved in activities such as:             <ul style="list-style-type: none"> <li>• Implementing economic development strategy</li> <li>• Coordinate business retention and attraction efforts through marketing</li> <li>• Develop programs and services</li> </ul> </li> </ul>	<h3>Strategic Plan Themes</h3> <ul style="list-style-type: none"> <li> Where people choose to live</li> <li> Where people choose to experience community</li> <li> Where people choose to grow a business</li> </ul>	<h3>Major Public Investments Underway or planned</h3> <ul style="list-style-type: none"> <li> New Protective Services Facility: <b>\$10.3M</b></li> <li> Integrated RCMP Facility: <b>\$4M</b></li> <li> Arena Complex: <b>\$3.3M</b></li> <li> New Fire Truck: <b>\$0.9M</b></li> </ul> <h3>Major Inter-municipal Agreements</h3> <ul style="list-style-type: none"> <li> <b>Tri-Municipal Regional Transit Plan</b> (with Spruce Grove and Stony Plain)</li> <li> <b>Cost Share Agreement – Horizon Stage</b> (with Parkland County)</li> <li> <b>Fire Services Training Facility</b> (with St. Albert)</li> </ul>






























Sources: The City of Spruce Grove Recommended Corporate Plan 2018-2020; Consolidated Financial Statements of the City of Spruce Grove for the Year Ended December 31, 2018; The City of Spruce Grove Strategic Plan 2018-2035; Statistics Canada Census Profile, 2016 Census

# The City of Fort Saskatchewan Profile

<h3>Key Industries/Sectors</h3> <ul style="list-style-type: none"> <li> Petrochemical manufacturing</li> <li> Fabrication and construction</li> <li> Transportation</li> <li> Advanced manufacturing</li> </ul>	<h3>Population, Land Size, Density</h3> <ul style="list-style-type: none"> <li> Population of <b>24,149</b></li> <li> Land size of <b>48 sq. km.</b></li> <li> Density of <b>501 per sq. km.</b></li> </ul>	<h3>Median Income and Median Age</h3> <ul style="list-style-type: none"> <li> Median income of <b>\$52,508</b></li> <li> Median age of <b>34.3 years</b></li> </ul>	<h3>Operating and Capital Budget</h3> <ul style="list-style-type: none"> <li> Annual operating budget of <b>\$78.5M</b></li> <li> Annual capital budget of <b>\$14.2M</b></li> </ul>
<h3>Assets</h3> <ul style="list-style-type: none"> <li> Net financial assets balance of <b>\$8.2M</b></li> <li> Non-financial assets total of <b>\$500M</b></li> <li> Examples of capital assets include:             <ul style="list-style-type: none"> <li>• Dow Centennial Centre</li> <li>• Industrial land</li> </ul> </li> </ul>	<h3>Economic Development</h3> <ul style="list-style-type: none"> <li> <b>Economic Development team</b> helps grow and attract business and investment.</li> <li> The team provides the following <b>services</b> including:             <ul style="list-style-type: none"> <li>• Site selection</li> <li>• Business support programs</li> <li>• Economic research</li> <li>• Business licenses</li> <li>• Business attraction and growth</li> <li>• Community visibility</li> <li>• Business advocacy</li> </ul> </li> </ul>	<h3>Strategic Plan Themes</h3> <ul style="list-style-type: none"> <li> Positioned for growth</li> <li> Excellence in government</li> <li> A vibrant and thriving community</li> <li> Well-planned and maintained municipal infrastructure</li> </ul>	<h3>Major Public Investments Underway or planned</h3> <ul style="list-style-type: none"> <li> Local road and neighborhood rehabilitation: <b>\$4.9M</b></li> <li> Water meter Lifecycle Replacement: <b>\$1.6M</b></li> <li> Bulk water modernization and water reservoir renewal: <b>\$1.2M</b></li> <li> Equipment replacement program: <b>\$1.3M</b></li> </ul> <h3>Major Inter-municipal Agreements</h3> <ul style="list-style-type: none"> <li> <b>River Valley Alliance (RVA) Master Agreement</b> (with six other EMRB members)</li> <li> <b>Heartland Housing Foundation</b> (with Strathcona County)</li> <li> <b>Alberta Capital Region Wastewater Commission</b> (with 12 municipalities in the region)</li> </ul>





























Sources: The City of Fort Saskatchewan Strategic Plan 2018-22; City of Fort Saskatchewan 2019 Approved Budget; City of Fort Saskatchewan Annual Report (Dec 31, 2018); Statistics Canada Census Profile, 2016 Census

# Parkland County Profile

<h3>Key Industries/Sectors</h3> <ul style="list-style-type: none"> <li> Agriculture</li> <li> Manufacturing</li> <li> Oil and gas supply and services</li> <li> Rural development</li> <li> Tourism</li> <li> Transportation distribution and logistics</li> </ul>	<h3>Population, Land Size, Density</h3> <ul style="list-style-type: none"> <li> Population of <b>32,097</b></li> <li> Land size of <b>2,390 sq. km.</b></li> <li> Density of <b>13 per sq. km.</b></li> </ul>	<h3>Median Income and Median Age</h3> <ul style="list-style-type: none"> <li> Median income of <b>\$46,769</b></li> <li> Median age of <b>43.3 years</b></li> </ul>	<h3>Operating and Capital Budget</h3> <ul style="list-style-type: none"> <li> Annual operating budget of <b>\$106M</b></li> <li> Annual capital budget of <b>\$43M</b></li> </ul>
<h3>Assets</h3> <ul style="list-style-type: none"> <li> Net financial assets balance of <b>\$51M</b></li> <li> Non-financial assets total of <b>\$501M</b> (predominately comprised of engineered structures and land)</li> <li> Examples of key assets include:             <ul style="list-style-type: none"> <li>Regional parks</li> <li>Industrial land</li> </ul> </li> </ul>	<h3>Economic Development</h3> <ul style="list-style-type: none"> <li> Parkland County's <b>Economic Diversification</b> department actively promotes business growth, development and tourism in the County.</li> <li> Support services include:             <ul style="list-style-type: none"> <li>Major Business Attraction Program</li> <li>Promotes tourism, attractions and events</li> <li>Coordinates initiatives, programs, events and workshops</li> </ul> </li> </ul>	<h3>Strategic Plan Themes</h3> <ul style="list-style-type: none"> <li> Complete communities</li> <li> Strategic economic diversification</li> <li> Respected environment</li> <li> Responsible leadership</li> </ul>	<h3>Major Public Investments Underway or planned</h3> <ul style="list-style-type: none"> <li> County facilities: <b>\$10M</b></li> <li> Road construction - new: <b>\$5M</b></li> <li> Fleet: <b>\$4M</b></li> <li> Parks &amp; recreation facilities: <b>\$3M</b></li> </ul> <h3>Major Inter-municipal Agreements</h3> <ul style="list-style-type: none"> <li> <b>Recreation Cost Sharing</b> (with Stony Plain (Arena), Spruce Grove (Arena), and Devon (Arena and Pool))</li> <li> <b>Trans Alta Tri Leisure Centre</b> (with Stony Plain and Spruce Grove)</li> <li> <b>Tri-Municipal Regional Transit Plan</b> (with Spruce Grove and Stony Plain)</li> </ul>

Sources: Parkland County Long-term Strategic Plan 2040 and Beyond; 2019 Final Capital Budget by Infrastructure Class; Parkland County 2019 Final Operating and Capital Budget; Parkland County Consolidated Financial Statements Year Ended Dec. 31, 2018; Statistics Canada Census Profile, 2016 Census

# Town of Stony Plain Profile

<h3>Key Industries/Sectors</h3> <ul style="list-style-type: none"> <li> Agriculture</li> <li> Forestry, fishing and hunting</li> <li> Utilities</li> <li> Construction and arts</li> <li> Entertainment and recreation</li> </ul>	<h3>Population, Land Size, Density</h3> <ul style="list-style-type: none"> <li> Population of <b>17,189</b></li> <li> Land size of <b>36 sq. km.</b></li> <li> Density of <b>481 per sq. km.</b></li> </ul>	<h3>Median Income and Median Age</h3> <ul style="list-style-type: none"> <li> Median income of <b>\$43,669</b></li> <li> Median age of <b>37.5 years</b></li> </ul>	<h3>Operating and Capital Budget</h3> <ul style="list-style-type: none"> <li> Annual operating budget of <b>\$42M</b></li> <li> Annual capital budget of <b>\$32M</b></li> </ul>
<h3>Assets</h3> <ul style="list-style-type: none"> <li> Net financial assets balance of <b>-\$8M</b> (debt)</li> <li> Non-financial assets total of <b>\$229M</b></li> <li> Examples of capital assets include:             <ul style="list-style-type: none"> <li>North Business Park</li> <li>South Business and Commercial Area</li> <li>Infill Commercial Area</li> <li>Downtown Stony Plain (community's business hub)</li> </ul> </li> </ul>	<h3>Economic Development</h3> <ul style="list-style-type: none"> <li> <b>Office of Economic Development</b> was created to facilitate the Town's economic development activities with existing and new businesses. The office employs two FTEs.</li> <li> Services offered include:             <ul style="list-style-type: none"> <li>Business case development assistance</li> <li>Business development resources</li> <li>Business permitting and licensing information</li> <li>Land use and zoning planning information</li> <li>Local demographics</li> <li>Business trends</li> <li>Networking</li> <li>Business visitation program</li> </ul> </li> </ul>	<h3>Strategic Plan Themes</h3> <ul style="list-style-type: none"> <li> Governance and partners</li> <li> Economic opportunity</li> <li> Supportive infrastructure</li> <li> Community development</li> <li> Environmental responsibility</li> </ul>	<h3>Major Public Investments Underway or planned</h3> <ul style="list-style-type: none"> <li> Downtown rehabilitation: <b>\$12M</b></li> <li> Library: <b>\$3.6M</b></li> <li> New school infrastructure: <b>\$3.5M</b></li> <li> RCMP building: <b>\$3.4M</b></li> </ul> <h3>Major Inter-municipal Agreements</h3> <ul style="list-style-type: none"> <li> <b>Tri-Municipal Regional Transit Plan</b> (with Spruce Grove and Parkland County)</li> <li> <b>Trans Alta Tri Leisure Centre</b> (with Parkland County and Spruce Grove)</li> </ul>

Sources: Town of Stony Plain Strategic Plan 2019-2022; Town of Stony Plain Annual Report 2018; Town of Stony Plain 2020-2022 Corporate Plan; Town of Stony Plain Economic Development Strategic Plan 2019 Update; Statistics Canada Census Profile, 2016 Census

# City of Edmonton Profile

<h3>Key Industries/Sectors</h3> <ul style="list-style-type: none"> <li> Energy</li> <li> Petrochemicals</li> <li> Finance</li> <li> Retail</li> <li> Provincial government</li> </ul>	<h3>Population, Land Size, Density</h3> <ul style="list-style-type: none"> <li> Population of <b>932,546</b></li> <li> Land size of <b>768 sq. km.</b></li> <li> Density of <b>1,856 per sq. km.</b></li> </ul>	<h3>Median Income and Median Age</h3> <ul style="list-style-type: none"> <li> Median income of <b>\$41,836</b></li> <li> Median age of <b>35.7 years</b></li> </ul>	<h3>Operating and Capital Budget</h3> <ul style="list-style-type: none"> <li> Annual operating budget of <b>\$3B</b></li> <li> Annual capital budget of <b>\$1.3B</b></li> </ul>
<h3>Assets</h3> <ul style="list-style-type: none"> <li> Net financial assets balance of <b>\$2.5B</b></li> <li> Non-financial assets total of <b>\$11.8B</b> (composed primarily of buildings, roadways, and vehicles that are valued at \$11.7B)</li> <li> Examples of key assets include:             <ul style="list-style-type: none"> <li>• Post-secondary institutions</li> <li>• Provincial government</li> <li>• Cultural and civic facilities</li> </ul> </li> </ul>	<h3>Economic Development</h3> <ul style="list-style-type: none"> <li> <b>Edmonton Economic Development Corp. (EEDC)</b> is a multi-divisional, multi-location conglomerate agency of the City of Edmonton. The EEDC's annual operating budget was \$18M in 2018.</li> <li> The six divisions are as follows:             <ul style="list-style-type: none"> <li>• Enterprise Edmonton</li> <li>• Innovate Edmonton</li> <li>• Edmonton Tourism</li> <li>• Edmonton Convention Centre</li> <li>• Edmonton EXPO Centre</li> <li>• EEDC Corporate Services Division</li> </ul> </li> </ul>	<h3>Strategic Plan Themes</h3> <ul style="list-style-type: none"> <li> Healthy city</li> <li> Urban places</li> <li> Regional prosperity</li> <li> Climate resilience</li> </ul>	<h3>Major Public Investments Underway or planned</h3> <ul style="list-style-type: none"> <li> Valley Line LRT: <b>\$234M</b></li> <li> Transportation: Neighborhoods – Renewal: <b>\$159M</b></li> <li> Bus fleet &amp; equipment rehab &amp; replacement: <b>\$46M</b></li> <li> Valley Line LRT: Downtown to Lewis Farms: <b>\$40M</b></li> </ul> <h3>Major Inter-municipal Agreements</h3> <ul style="list-style-type: none"> <li> <b>Regional Transit Commission – in development</b> (with 13 municipalities in the EMRB)</li> <li> <b>Mutual Aid Agreements</b> (with 10 municipalities in the EMRB)</li> <li> <b>Airport Accord SISB Framework</b> (with Edmonton International Airport, City of Leduc, Leduc County)</li> </ul>




Sources: Edmonton's Strategic Plan 2019-2028; Operating Budget The City of Edmonton 2019-2022; Capital Budget The City of Edmonton 2019-2022; City of Edmonton 2018 Annual Report; Statistics Canada Census Profile, 2016 Census

# City of Leduc Profile




## Key Industries/Sectors

-  Energy
-  Advanced manufacturing
-  Logistics
-  Agri-business

## Assets

-  Net financial assets balance of **-\$3.5M** (debt)
-  Non-financial assets total of **\$815M**
-  Examples of key assets include:
  - Leduc Business Park
  - Agrivalue Processing Business Incubator (APBI)
  - Food Processing Development Centre (LFPDC)



## Population, Land Size, Density

-  Population of **29,993**
-  Land size of **42 sq. km.**
-  Density of **706 per sq. km.**





## Economic Development

-  City of Leduc has a dedicated **Economic Development team** that supports business growth, job creation, and regional economic development collaboration. City of Leduc provides:
  - Small business & entrepreneur resources
  - Business & employment incentives
  - Agri-business resources & incentives



## Median Income and Median Age

-  Median income of **\$46,632**
-  Median age of **34.9 years**




## Strategic Plan Themes

-  A city where people want to live, work, and play
-  A city with a plan for the future
-  An economically prosperous city and region
-  A collaborative community-builder and regional partner

## Operating and Capital Budget

-  Annual operating budget of **\$89M**
-  Annual capital budget of **\$32.2M**

## Major Public Investments Underway or planned

-  Black Gold Drive Reconstruction: **\$6M**
-  South Boundary Road (offsite levy project): **\$3.75M**
-  Energy Efficiency Projects: **\$1.8M**
-  LRC capital renewal, including pool upgrades: **\$1.2M**

## Major Inter-municipal Agreements

-  **Airport Accord SISB Framework** (with Edmonton International Airport, City of Edmonton, Leduc County)


Sources: City of Leduc 2019-2022 Strategic Plan; City of Leduc 2019 Approved Budget and Operational Plans; City of Leduc Consolidated Financial Statements (December 31, 2018), Statistics Canada Census Profile, 2016 Census

# Sturgeon County Profile




## Key Industries/Sectors

-  Advanced manufacturing
-  Agriculture and agribusiness
-  Petrochemicals
-  Transportation and logistics


## Assets

-  Net financial assets balance of **\$4M**
-  Non-financial assets total of **\$277M**
-  Examples of capital assets include:
  - Industrial parks
  - Farmland



## Population, Land Size, Density

-  Population of **20,495**
-  Land size of **2,090 sq. km.**
-  Density of **10 per sq. km.**






## Economic Development

-  **Sturgeon County Economic Development** provides access to resources to support established corporations or early stage businesses to grow and thrive in Sturgeon County.
-  Services include:
  - Services for investors
  - Services for local business
  - Programs and supports
  - Business directory



## Median Income and Median Age

-  Median income of **\$50,204**
-  Median age of **39 years**





## Strategic Plan Themes

-  Planned growth and prosperity
-  Maintain and enhance strong communities
-  Strong local and regional governance
-  Community identity and spirit
-  Environmental stewardship

## Operating and Capital Budget

-  Annual operating budget of **\$70M**
-  Annual capital budget of **\$38M**

## Major Public Investments Underway or planned



























-  Collector reconstruction: **\$7M**
-  Water engineering structures: **\$4M**
-  Local road reconstruction: **\$2M**
-  Equipment: **\$2M**

## Major Inter-municipal Agreements

-  **Walmart Tax Sharing Agreement** (with City of St. Albert)

Sources: Sturgeon County Economic Development; Sturgeon County Strategic Plan 2018-2027; Sturgeon County Operating & Capital Budget 2019; Sturgeon County Annual Financial Report 2018; Statistics Canada Census Profile, 2016 Census

# Town of Devon Profile

<h3>Key Industries/Sectors</h3> <ul style="list-style-type: none"> <li> Cleantech</li> <li> Retail trade</li> <li> Transportation and warehousing</li> <li> Construction</li> <li> Manufacturing</li> </ul>	<h3>Population, Land Size, Density</h3> <ul style="list-style-type: none"> <li> Population of <b>6,578</b></li> <li> Land size of <b>14 sq. km.</b></li> <li> Density of <b>460 per sq. km.</b></li> </ul>	<h3>Median Income and Median Age</h3> <ul style="list-style-type: none"> <li> Median income of <b>\$45,495</b></li> <li> Median age of <b>37.7 years</b></li> </ul>	<h3>Operating and Capital Budget</h3> <ul style="list-style-type: none"> <li> Annual operating budget of <b>\$15M</b></li> <li> Annual capital budget of <b>\$12.9M</b></li> </ul>
<h3>Assets</h3> <ul style="list-style-type: none"> <li> Net financial assets balance of <b>\$2.5M</b></li> <li> Non-financial assets total of <b>\$83M</b></li> <li> Examples of capital assets include:             <ul style="list-style-type: none"> <li>Devon Research Park</li> <li>Available land</li> </ul> </li> </ul>	<h3>Economic Development</h3> <p> The Town of Devon's business development department released the <b>Economic Development Action Plan (2018)</b> that outlines major strategic direction with related strategies and goals pertaining to:</p> <ul style="list-style-type: none"> <li>Investment attraction</li> <li>Regional prosperity</li> <li>Sustainability.</li> </ul>	<h3>Strategic Plan Themes</h3> <ul style="list-style-type: none"> <li> Environmental Sustainability</li> <li> Social Sustainability</li> <li> Economic Sustainability</li> <li> Smart Growth</li> </ul>	<h3>Major Public Investments Underway or planned</h3> <ul style="list-style-type: none"> <li> Wastewater treatment plant replacement project – Phase 1: <b>\$7.9M</b></li> <li> New admin building renovations: <b>\$2.2M</b></li> <li> Arterial – Derrick Drive/Deferred: <b>\$0.6M</b></li> <li> Trail lighting: <b>\$0.2M</b></li> </ul> <h3>Major Inter-municipal Agreements</h3> <ul style="list-style-type: none"> <li> <b>Recreation Cost Sharing</b> (with Stony Plain (Arena), Spruce Grove (Arena), and Devon (Arena and Pool))</li> <li> <b>Intermunicipal Development Plan (IDP)</b> (with Leduc County)</li> </ul>

Sources: Town of Devon Operations Budget 2019; Town of Devon Audited Financial Statements December 31, 2018; Town of Devon Economic Development Action Plan January 2018; Statistics Canada Census Profile, 2016 Census





## **Appendix B:**

# List of External Stakeholders Consulted / Stakeholder Questions

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# External Stakeholders Consulted

The listing below represents the external stakeholders consulted throughout the development of the SISB framework

## Stakeholders Consulted

Organization	Contact Person	Title
Alberta Industrial Heartland Association	Mark Plamondon	Executive Director
Edmonton Global	Malcolm Bruce	CEO
Government of Alberta – Economic Development and Trade	Michele Evans	Assistant Deputy Minister
Government of Canada – Western Economic Diversification	Justin Riemer	Assistant Deputy Minister
Greater Edmonton Region Chambers of Commerce	Jeffrey Sundquist	Chair
Urban Development Institute – Edmonton Region	Mike Kohl Sue Monson	Chair Vice Chair

# Questions for Stakeholders

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1. One of the goals of the SISB initiative is to enable the Region as a global competitor and to discourage competition among the municipalities. From your perspective, what has impeded the Region's ability to compete with other regions on a global scale?
2. From the perspective of your agency, what are some of the big opportunities that could benefit the region through municipalities investing collectively?
3. Are there any specific types of investments that you think the region should avoid? If so, why should these be avoided?
4. Is there any regional economic development considerations (e.g., issues, priority sectors) that you think should be top of mind for municipalities when investing in a Shared Investment for Shared Benefit initiative?
5. Are there any agencies or organizations that should be involved in the governance and decision-making of SISB initiatives? What about opportunities for partnerships with other organizations as investors?



# **Appendix C:** List of Task Force Members

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# Task Force Members

The listing below represents the SISB Task Force Members involved throughout the project

## Task Force Members

<b>Municipality</b>	<b>SISB Task Force Member</b>
City of Beaumont	Mayor John Stewart
Town of Devon	Mayor Ray Ralph
City of Edmonton	Mayor Don Iveson
City of Fort Saskatchewan	Mayor Gale Katchur
City of Leduc	Mayor Bob Young
Leduc County	Mayor Tanni Doblanko
Town of Morinville	Mayor Barry Turner
Parkland County	Mayor Rod Shaigec
City of Spruce Grove	Mayor Stuart Houston
City of St. Albert	Mayor Cathy Heron
Town of Stony Plain	Mayor William Choy
Strathcona County	Mayor Rod Frank
Sturgeon County	Mayor Alannah Hnatiw



## **Appendix D:**

# List of Task Force Meetings and Topics Discussed

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# Task Force Meetings and Topics Discussed

Key topics discussed during each SISB Task Force meeting

## Task Force Meetings

Meeting	Date	Topic Discussed
1	December 6, 2019	Project Overview / Introductory Discussion on SISB Models
2	February 20, 2020	SISB Models Key Concepts; Strategic Questions from Working Group
3	June 11, 2020	Potential Model Features; High-Level Initiative Assessment Process
4	July 10, 2020	Initiative Assessment Process; Conceptual Model
5	October 30, 2020	Initiative Assessment Process; Model Test Cases
6	December 10, 2020	Initiative Assessment Process; External Stakeholder Feedback on SISB Project
7	March 4, 2021	Initiative Assessment Process; Initiative Assessment Process Considerations Developed by Working Group
8	April 23, 2021	Project Accomplishments; Approval of SISB Project Deliverables; Recommended Next Steps following Project Completion



# **Appendix E:** List of Working Group Members

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# Working Group Members

The listing below represents the SISB Working Group Members involved throughout the project

## Working Group Members

<b>Municipality</b>	<b>SISB Working Group Member</b>
City of Beaumont	Mike Dowler
Town of Devon	Tony Kulbisky
City of Edmonton	Matthew Wispinski
City of Fort Saskatchewan	John Dance
City of Leduc	Irene Stasniuk
Leduc County	Grant Bain
Town of Morinville	Stephane Lebonne
Parkland County	Laura Swain
City of Spruce Grove	Wendy Boje
City of St. Albert	Kevin Scoble
Town of Stony Plain	Tom Goulden
Strathcona County	Stacy Fedechko
Sturgeon County	Reegan McCullogh



## **Appendix F:**

# List of Working Group Workshops and Topics Discussed

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# Working Group Workshops and Topics Discussed

Key topics discussed during each SISB Working Group workshop

## Working Group Workshops

Workshop	Date	Topic Discussed
1	February 3, 2020	Level-Setting / Introductory Investments and Requirements Discussion
2	May 21, 2020	Model Features and Strategic Guidance
3	August 20, 2020	Environmental Scan, Model Walk-through, Initiative Assessment Process
4	September 15, 2020	Initiative Assessment Process, SISB Model Test Cases
5	November 17, 2020	Revisiting the Initiative Assessment Process (Vote of Confidence Scenarios)
6	December 1, 2020	Initiative Assessment Process (Assessment of Regional Significance Discussion)
7	January 6, 2021	Initiative Assessment Process Procedural Discussion and Details
8	January 19, 2021	Initiative Assessment Process Details (Summary Discussion), Vote of Confidence Scenario Discussion
9	March 8, 2021	SISB Project Overview and Review of Project Accomplishments



# **Appendix G:** Environmental Scan Document

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## **Shared Investment for Shared Benefit Models Environmental Scan**

Prepared for the Edmonton Metropolitan Region Board

July 2020

# Purpose

The Environmental Scan was conducted with the following objectives in mind:



To gain a **deeper understanding of how SISB-type models** from around the world are used in practice



To **identify and evaluate model features** and functions that may be applicable to the EMRB member municipalities



To **gather key lessons learned from other jurisdictions**, including design elements, governance, and objectives of agreements.



# **SISB Models Environmental Scan**

## Approach

# Approach to Environmental Scan

Deloitte identified relevant SISB models using the following approach:

## 1. Identification of Peer Examples

Deloitte developed a list of jurisdictions and similar partnerships to include in the scan.

The criteria to select applicable economic development partnerships/organizations included:

- Partnerships that are targeting a shared economic development or investment attraction outcome
- Partnerships or initiatives that involve sharing of costs and benefits at a local government level
- Presence in mature North American and/or European markets
- Presence of a formalized, codified governance structure(s)
- Relevant publicly available information

Using the screening criteria, examples from 10 jurisdictions were selected for presentation to the **Working Group**

## 2. High-level Scan

Desktop research was conducted on the examples from the following 10 jurisdictions:

- Alberta, Canada: County of Wetaskiwin and the Town of Millet – JEDI
- Washington, US: West Plains Public Development Authority (“PDA”)
- Alberta, Canada: Peace River Inter-Municipal Cooperation Agreement
- California, US: Chula Vista Bayfront Development
- Ohio, US: Cities of Norton and Barberton – JEDZ
- Pennsylvania, US: Allegheny Regional Assets District (“RAD”)
- Manchester, UK: Greater Manchester Combined Authority (“GMCA”)
- British Columbia, Canada: Sustainable Transportation Partnership of the Central Okanagan
- Manitoba, Canada: Pelly Trail Economic Development (“PTED”)
- Alberta, Canada: Beaver Emergency Services Commission (“BESC”)

The **Working Group** reviewed the 10 examples in an online meeting and indicated via online poll the top six jurisdictions (and top six individual model features) they were most interested in researching further.

## 3. Deep dive research on example models from four jurisdictions

Deloitte conducted detailed research on jurisdictions that were shortlisted by the **Working Group**.<sup>\*</sup> These examples include:

- West Plains PDA
- Chula Vista Bayfront Development
- Cities of Norton and Barberton
- Allegheny Regional Assets District

This entailed:

- Executing a secondary literature review to collect additional details on the investment and benefits sharing models as well as lessons learned and success factors.
- Contacting identified jurisdictions directly to conduct interviews with political or administrative leaders.

## 4. Use in Selection of Model Features for EMRB SISB Model

Example models were constructed using features identified by the **Working Group** and presented to **Working Group** members in a virtual workshop.

Following the subsequent discussion, members were asked via online poll to identify a further subset of model features for inclusion in the SISB model. These features were then presented to members of the SISB **Task Force**, who were asked via live poll to select the features they would like included in the EMRB SISB Model.

### Identification of observations for the EMRB SISB Model

Deloitte reviewed the results of the scan to identify governance or model feature elements that were applicable to the EMRB context. A summary of these observations, as well as the results of the Environmental Scan, are included in this document.

<sup>\*</sup>Note: Due to circumstances related to the COVID-19 public health crisis, deep-dive interviews have only been completed on four of the six shortlisted jurisdictions.



# Environmental Scan Participants

The following table provides a list of the jurisdictions that participated in the environmental scan:

#	Date	Jurisdiction	Name / Position
1	March 18 <sup>th</sup> , 2020	Washington, US: Spokane Public Development Authority	• Todd Coleman – West Plains PDA Executive Director
2	March 26 <sup>th</sup> , 2020	California, US: Chula Vista Bayfront	• Eric Crockett – Deputy City Manager
3	April 6 <sup>th</sup> , 2020	Pennsylvania, US: Allegheny Regional Asset District	• Richard Hudic – Executive Director, Allegheny Regional Asset District • Carolyn Marks - Assistant Executive Director, Allegheny Regional Asset District
4	June 17 <sup>th</sup> 2020	Ohio, US: Cities of Norton and Barberton	• William Judge – Mayor, City of Barberton

# Key Observations

The following table provides a list of key findings from the Environmental Scan:



**Benefits shared through SISB models are typically financial in nature.** Although the ultimate goal of many projects was to generate broader economic development gains (economic contributions, long-term economic structuring and community / social gains), a defined mechanism for sharing broader economic development gains was not observed in the identified SISB models. This is largely because the quantification and division of economic benefits is difficult in practice.



**Revenue pools can be employed in SISB models to allow partners to continually invest in new projects that will benefit the region as a whole.** Pooling direct financial benefits realized as a result of initiatives undertaken by an agreement allows for sustainable collaboration among partners while reducing competition for regional assets. To note, some of the financial benefits or revenue streams available to US municipalities outlined in this report will not be available to municipalities in Alberta (e.g., sales tax).



**A long-term orientation is typically required in order for the partners to see the benefits from an SISB model to come to fruition.** This is true for both direct financial benefits and broader economic development gains, as many projects observed in SISB models require significant up-front investments and a longer payback period. A long-term orientation can also contribute to the sustainability of a partnership and instill a degree of trust and collaboration between partners.



**SISB models need to be tailored to the investment in question.** In general, SISB agreements are tailored to support the specific investment it was designed to enable. Models that undertook different types of initiatives often have adjustment mechanisms that ensure that the model is suited to varying initiatives. Due to the diverse nature of costs for different initiatives, a model should be designed with flexibility to accommodate multiple types of investments.



**Setting up SISB models will often benefit from the support and involvement of diverse stakeholders.** Achieving consensus among different groups of external actors that may benefit from or be affected by the model can help ensure the success and sustainability of the partnership. This may involve setting up the model to be flexible and include other parties (such as the private sector or other levels of government), or aligning on regional priorities with input from stakeholders beforehand.



**Clearly defined objectives and priorities can help focus and increase the efficiency of SISB models.** Clearly defined objectives can help partners better prioritize and select initiatives to pursue. With clearly defined objectives, the partners can better tailor the model to suit the types of initiatives in scope. In addition, clearly defined objectives can help enhance the level of transparency in decision-making processes and metrics upon which initiatives are evaluated.



**Depending on the objectives of a partnership, benefit sharing can either be proportional or redistributive in nature.** Proportional sharing of benefits entails that partners receive benefits in proportion to the costs they contributed, and redistributive benefit sharing often means that partners receive a greater share of benefits based on size or wealth in an effort to create a more balanced financial playing field. The way benefits are allocated often stem from the objectives of the partnership, and redistributive benefit-sharing is more common when there are a large number of partners involved.



**Cost-sharing initiatives often allocate costs on the basis of expected usage, rather than ability to pay.** Because cost sharing initiatives do not generate significant revenue to be divided among partners, the expected usage of an asset is often leveraged to equitably divide costs. This is a way to ensure that costs are divided in a way that corresponds to the expected benefit that each partner will receive from the initiative.



# **SISB Models**

Deep Dive Research






# **Washington, United States**

Spokane – West Plains Public Development Authority






# Washington, US: Spokane – West Plains Public Development Authority (1/3)

## Key Components

### Overview

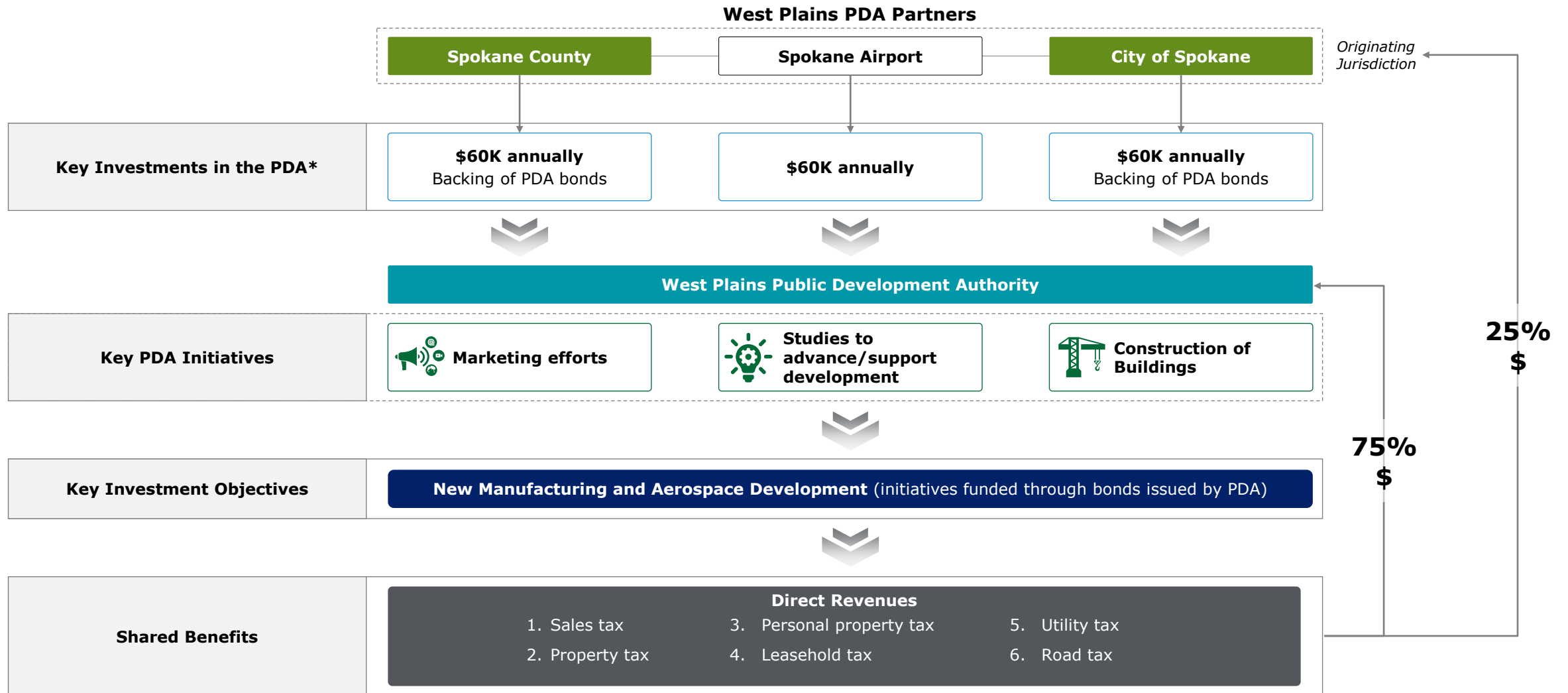
 <p>Description / Background</p>	<p>In 2017 the City of Spokane, Spokane County and the Spokane Airport entered into an agreement to align resources and services to support targeted investments consistent with advancing the Airport layout plan, furthering the aerospace supply chain and other industrial development. Both the City of Spokane and the County of Spokane have been identified as areas for potential economic growth on the West Plains. This partnership oversees a zone encompassing the 6,000 acre Spokane Airport and approximately 3,000 additional acres of County and City lands. The partnership has been instrumental in delivering a critical rail loop to the airport, as well as Amazon’s decision to locate a 600,000 sq ft. warehouse within its territory.</p>
 <p>Public Development Authority</p>	<p>PDA’s are public corporations created by a city or county to perform a particular public purpose or public function specified in the ordinance or resolution creating the PDA and its charter. PDA’s are more often created for a specific project or undertaking reflected in the PDA’s charter.</p>
 <p>Main Parties Involved</p>	<p>Spokane County, City of Spokane, Spokane International Airport</p>

### Key Details

 <p>Agreement overview</p>	<p>Under this <b>20-year agreement</b>, both the City and County will share and pay to the PDA 75 percent of all incremental increases in tax revenues within the specified geographic boundaries. Additionally, the County and the City will jointly back any future debt of the PDA. The agreement fosters joint development to benefit all three member jurisdictions and avoids internal competition for projects beneficial to the greater Spokane area.</p>
 <p>Priority Economic Outcome / Purpose</p>	<p>The three partners in the PDA will work to attract new manufacturing and aerospace development that will increase employment in the area.</p>
 <p>Key Investments by Partners</p>	<ul style="list-style-type: none"> <li>• The City, County and Airport have each agreed to invest \$60,000 annually for the PDA’s first three years and to hire a full-time Executive Director.</li> <li>• The PDA has the ability to issue bonds jointly backed by the County and the City to fund investments in initiatives (i.e., construction of buildings).</li> </ul>
 <p>Initiative Details</p>	<p><b>Revenues obtained through the PDA (75%) benefit sharing agreement are used for the following:</b></p> <ul style="list-style-type: none"> <li>• Marketing efforts to attract new businesses to the PDA</li> <li>• Studies to advance the development of the PDA boundaries (i.e. environmental assessments, etc.)</li> <li>• Finance the construction of buildings to attract new companies (i.e. 1.3 million sq ft. building for an electric car company)</li> </ul> <p><b>Revenues obtained by the originating jurisdiction (25%) are used in the following manner:</b></p> <ul style="list-style-type: none"> <li>• Used at the discretion of the jurisdiction</li> <li>• The funds are governed by the PDA, which has the ability to take on debt and direct grant spending towards roads, water and other needs to build the Airport’s economic vitality.</li> <li>• The PDA would combine City and County property taxes on some projects and further utilize those funds to administer programs and work with private developers. The two jurisdictions would benefit equally.</li> </ul>
 <p>Benefit Details</p>	<p>Revenue sharing is derived from the following components using the formula that 75% of the taxes derived from any increase from the base year in these categories within the boundaries of the PDA will be allocated to the PDA. The remaining 25% is directed towards the originating jurisdiction (although the interpretation of how the 25% is to be shared is still being debated by the organization):</p> <ul style="list-style-type: none"> <li>• <b>Sales taxes</b> – This is the largest component of the PDA’s revenue (~75%). The PDA accrues sales tax revenue through the construction and operation of new, incremental businesses to the PDA. The PDA retains 1% of all incremental sales in the PDA through the sales tax.</li> <li>• <b>Property taxes</b> – The PDA receives incremental property tax when property values increase over the base year of 2018, or if new property is developed within the PDA boundary. To note, a tax-incremental financing (TIF) district is set up within the PDA boundary, meaning that the TIF receives the first 75% of property tax revenues, and the PDA is the recipient of 75% of the remaining 25%.</li> <li>• <b>Personal property taxes</b> – Personal property tax refers to the incremental revenue collected from moveable property that is not associated with a home or property (e.g. planes, boats, RVs).</li> <li>• <b>Utility taxes</b> – Under Washington state law, cities are able to impose a utility tax on electric, cable, gas and telephone services of up to 6%. The PDA collects 75% of any incremental increase in utility taxes collected by the City within the boundary.</li> <li>• <b>Leasehold taxes</b> – Leasehold taxes are generated when persons or businesses lease or occupy publicly-owned real or personal property.</li> <li>• <b>Road taxes</b> – Road taxes are not received by the PDA directly, instead, the County collects the revenues and puts them in a restricted fund which must be channeled into the PDA area.</li> </ul>

# Washington, US: Spokane – West Plains Public Development Authority (2/3)

The following illustration demonstrates the key components of this agreement



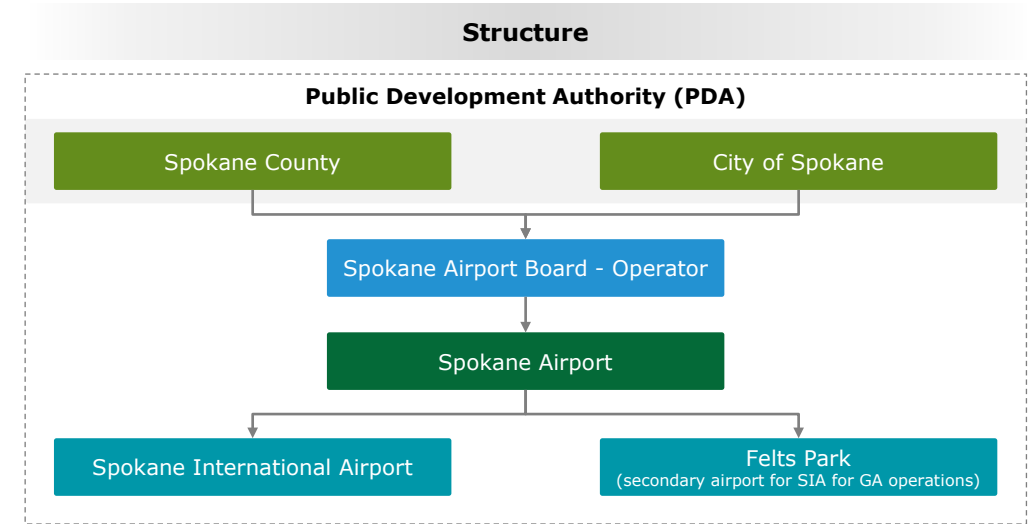
\*The partners' \$60K annual investment is for the first three years of the agreement to cover the administrative costs for the PDA. The City and the County also act as a backstop for bonds issued by the PDA to fund initiatives related to attracting new manufacturing and aerospace development.

# Washington, US: Spokane – West Plains Public Development Authority (3/3)

## Governance and lessons learned

### Partnership Governance Details

- The PDA Board is governed by seven members appointed by the City and the County. The composition of the Board is inclusive and intentionally designed to ensure a broad range of perspectives:
  - Three Board members are appointed by the City, one of which is to be a member of the City Council
  - Three are appointed by the County, one of which is to be a member of the Board of County Commissioners
  - The seventh member is appointed jointly by the City and the County
  - The Board also includes two at-large business and community representatives
  - Board members receive no salary or compensation for their services
- **The governance structure of the PDA has been effective at carrying out the goals of the partnership.** Illustratively, there are two other PDAs in the Spokane region that were formed prior to the West Plains PDA and they are now renegotiating terms to emulate the West Plains PDA due to its success.
- **In the short time of the West Plains PDA's existence, the partnership has succeeded in delivering critical infrastructure and attracting investment to the region.** Initiatives that have been undertaken since 2017 include a rail loop, road improvements, attracting a new Amazon fulfillment centre, and the announcement from Mullen Technologies to manufacture electric vehicles in the area.



### Key Lessons Learned



- **Achieving consensus was critical to the early achievement of the partnership:** There were high levels of consensus between the partners in the early stages of the West Plains PDA. This enabled the partnership to target key projects and investments, consequently expediting progress in accomplishing predefined goals. The parties all recognized that the West Plains PDA needed to resolve the previous zero-sum thinking that stunted development in the region, and instead position any initiative in the area as a win-win.



- **Involve technical representatives in the initial set-up phase of the agreement:** The bulk of the initial work conducted by the Executive Director of the PDA was channeled towards establishing the logistics of the revenue sharing procedures and how to determine the incrementalism of taxes within the boundary. During this process, a number of difficulties presented themselves – such as in calculating the sales tax that could be accrued to the area in question – that slowed down the progress of the PDA. Having individuals that were well-versed in the technical side of revenue sharing agreements would have been beneficial to support the PDA in concentrating its efforts on the objectives of the PDA, rather than the logistics of the agreement. Furthermore, this technical expertise is important in ensuring that processes are easy to track for calculating revenue streams and can be easily understood by external parties.



- **Private sector representation is key:** Having private sector representation has played an important role in advancing the goals of the West Plains PDA. In particular, one of the board members is the director of a property management business, which bolsters the position of the PDA in real estate development and will likely facilitate the negotiation of future leases. The other private sector board member owns an advertising agency, which is complementary to the marketing efforts of the PDA designed to position the area as a 'haven for manufacturers'. More broadly, private sector representation is critical in ensuring that the PDA targets the right investments, from a business standpoint.



# **Pennsylvania, United States**




Allegheny Regional Assets District (“RAD”)








# Pennsylvania, US: Allegheny Regional Assets District (1/3)

## Key Components

### Overview

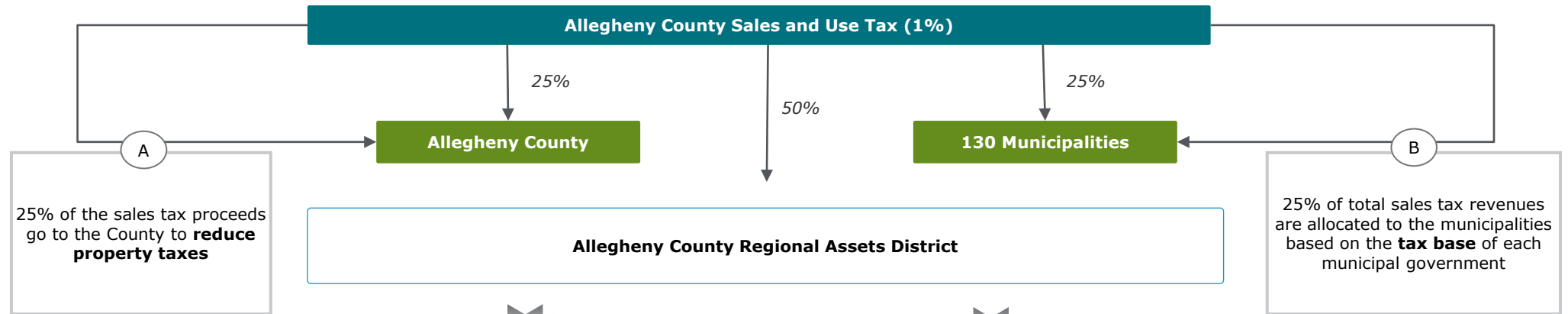
 Description / Background	<p>Legislation was enacted in 1993 in Allegheny County to create a special purpose area-wide unit of government known as the Allegheny Regional Asset District (“RAD”). The legislation also gave the county the power to levy a one percent local option sales tax in the region. The purpose of the legislation was threefold: firstly, to create a fund that supports and finances regional assets that benefit the region as a whole, secondly to restore greater tax equity among municipalities in the region and thirdly to alleviate the tax burden for the largest tax payers.</p>
 Impacts of the Allegheny Regional Asset Tax	<p>The following outcomes have emerged since the legislation was approved in 1993:</p> <ul style="list-style-type: none"> <li>• The 1% County Sales tax paid by residents and visitors to Allegheny has generated over \$4 billion investment in the region since 1995. This revenue has helped to support the region’s quality of life, improve fiscal equity, and reduce property taxes.</li> <li>• Currently, RAD distributes funding across 106 different organizations in the region in the areas of libraries, parks and recreation, cultural, sports and civic facilities and programs. In 2020, RAD adopted a nearly a \$110 million budget for regional assets.</li> <li>• Since the legislation was enacted, very few municipalities have increased their property taxes as a result of this tax.</li> </ul>
 Main Parties Involved	<p>Allegheny County and the 130 municipalities in the county</p>

### Key Details

 Agreement Overview	<p>RAD funds regional assets from half of the proceeds of the 1 percent Allegheny County Sales and Use Tax. The remaining half of the tax is allocated as follows: 25 percent of the proceeds go to Allegheny County and 25 percent is allocated to the local governments within the County.</p>
 Priority Economic Outcome / Purpose	<p>The purpose of Allegheny Regional Asset Tax is to fund regional assets and restore greater tax equity in the region.</p>
 Key Investments by Partners	<p>The Allegheny County Sales and Use Tax is used in the following manner:</p> <ul style="list-style-type: none"> <li>• The RAD uses 50 percent of the sales tax funds to provide grants to "support, finance, co-ordinate and assure efficient and effective operation and development of regional assets." Examples of regional assets funded by RAD include the Carnegie Library of Pittsburgh, the Pittsburgh Zoo &amp; PPG Aquarium, and the Phipps Conservatory and Botanical Gardens.</li> <li>• An additional 25 percent of the sales tax proceeds go to Allegheny County to reduce property taxes.</li> <li>• The remaining 25 percent is allocated to local governments. Municipalities have allocated RAD funds for a wide variety of services, including public safety and capital projects.</li> </ul>
 Initiative Details	<p>The RAD is dedicated to supporting and financing regional assets in the areas of libraries, parks and recreation, transit, sports and civic facilities, and arts and culture programs.</p>
 Benefit Details	<p>The 25 percent of proceeds that is distributed to local governments is based on a formula which is redistributive in nature. In general, the formula is based on a municipality’s size and wealth. The revenue-sharing allocation takes into account the current tax effort and current tax-base wealth of each government (measured by the per capita market value of taxable real property). Municipalities with large tax revenues are allocated a larger share of the tax compared to municipalities with small revenues. However, the weighting formula increases the share that municipalities receive that are poorer in terms of market value of real estate per resident. As a result, the formula reduces the share for municipalities that are wealthier in terms of market value of property per capita.</p>

# Pennsylvania, US: Allegheny Regional Assets District (2/3)

The following illustration demonstrates the key components of this agreement



<b>Project Details</b>	<div style="display: flex; justify-content: space-around; border: 1px dashed gray; padding: 5px;"> <div style="border: 1px solid gray; padding: 5px; text-align: center;">Libraries</div> <div style="border: 1px solid gray; padding: 5px; text-align: center;">Parks and Recreation</div> <div style="border: 1px solid gray; padding: 5px; text-align: center;">Sports and Civic Facilities</div> <div style="border: 1px solid gray; padding: 5px; text-align: center;">Transit</div> <div style="border: 1px solid gray; padding: 5px; text-align: center;">Arts and Culture Programs</div> </div>
<b>Key Investment Objectives</b>	<b>To create a fund that supports and finances regional assets that benefit the region as a whole</b>
<b>Shared Benefits</b>	<div style="display: flex; justify-content: space-between;"> <div style="width: 45%;"> <p style="text-align: center; margin-bottom: 5px;"><b>Direct Revenues</b></p> <ol style="list-style-type: none"> <li>1. A portion of the sales tax revenue gets allocated to the municipalities</li> <li>2. Reduction of property taxes</li> </ol> </div> <div style="width: 45%;"> <p style="text-align: center; margin-bottom: 5px;"><b>Shared Regional Assets</b></p> <ol style="list-style-type: none"> <li>1. Examples of regional assets funded by RAD include the Carnegie Library of Pittsburgh, the Pittsburgh Zoo &amp; PPG Aquarium, and the Phipps Conservatory and Botanical Gardens.</li> </ol> </div> </div>

# Pennsylvania, US: Allegheny Regional Assets District (3/3)

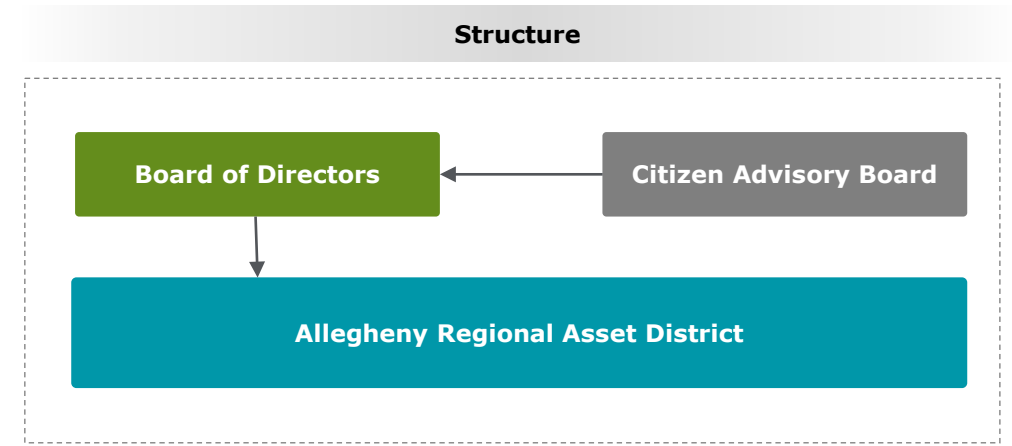
## Governance and lessons learned

### Partnership Governance Details

- RAD is a special unit of local government that allocates funding across different regional assets in Allegheny County.
- RAD is administered by a Board of Directors and Staff with assistance from a Citizen Advisory Board.
- The Board of Directors is composed of:
  - Four individuals appointed by the County Chief Executive;
  - Two members appointed by the mayor of Pittsburgh; and
  - One individual elected by the six appointees.
- The Board of Directors select an Advisory Board to advise the Board on the development of policy and program implementation. Members serve four-year terms.

### Regional Assets Selection Process

- In making decisions of what assets to fund, organizations make applications to the board and are put through a public vetting process.
- Organizations are evaluated based on governance, regional distribution, capital funds available, and other quality of life indicators (e.g., assets that are free and open to the public are prioritized).



### Key Lessons Learned



- **Achieve broad support and consensus in the early stages:** It is important to try and engage as many diverse stakeholders as possible to ensure there is broad support for the agreement. In addition, the agreement should aim to make sure that everyone is a beneficiary in some way. This support will contribute to the success of the agreement because there will be a number of different partners that are invested in the outcomes. For example, the support of the business community was pivotal in helping the Allegheny Regional Assets District legislation get passed back in 1993.



- **Prioritize clear and transparent communication:** In addition to broad support, it is important to ensure that the benefits from an agreement are well-communicated and understood. Translating the outcomes of a particular policy to how it will result in clear benefits to people involved will contribute to the support and sustainability of an agreement. Transparent decision-making is also particularly important for public authorities as they are accountable to the public and citizens should be informed of the outcomes of regional initiatives.



- **Ensure that all parties are beneficiaries:** With all the different components of the RAD legislation, several parties were poised to be beneficiaries in some way. For example, residents could maintain enjoyment and use of assets throughout the region, municipalities would benefit from a portion of the sales tax unrelated to property values, and the County would be able to reduce property taxes. These benefits helped create a successful district where continuous investments can be channeled back into the region.



# **California, United States**

Chula Vista Bayfront Development






# California, US: Chula Vista Bayfront Development (1/3)

## Key Components

### Overview

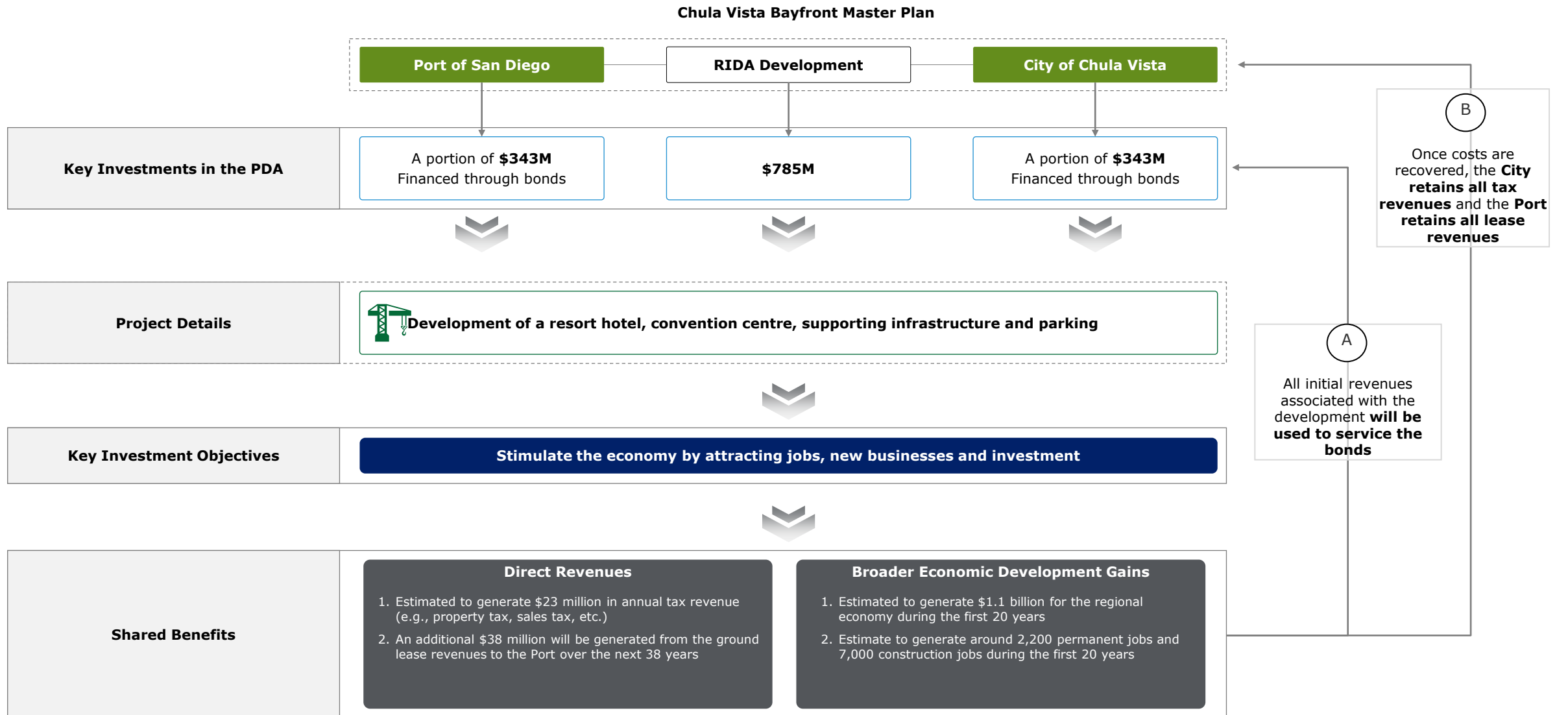
 <b>Description / Background</b>	<p>The Port of San Diego and the City of Chula Vista approved a joint agreement in 2017 to develop the Chula Vista Bayfront. The four-year development plan includes building a resort hotel, convention center, infrastructure, and parking.</p>
 <b>Intergovernmental Agreement</b>	<ul style="list-style-type: none"> <li>• The San Diego Unified Port District, City of Chula Vista, and RIDA Chula Vista LCC (a private developer) all signed the “Disposition and Development Agreement” which outlines their funding commitments to the project. The project is funded publicly and privately.</li> <li>• The City and the Port created Chula Vista Bayfront Financing Authority to issue bonds to fund the project.</li> </ul>
 <b>Main Parties Involved</b>	<p>Port of San Diego, City of Chula Vista, RIDA Development, Chula Vista Bayfront Financing Authority</p>

### Key Details

 <b>Agreement overview</b>	<p>The partnership between the City of Chula Vista and the Port of San Diego began several years before the Bayfront development, with a joint planning agreement between 2004 and 2012. This foundation of collaboration led to a request for proposal in 2015 and the three party agreement between the Port, the City and RIDA Development. The Bayfront development project will cost a total of \$1.1 billion, with all three parties investing in the project.</p>
 <b>Priority Economic Outcome / Purpose</b>	<p>Commercial development (a resort hotel, convention center, infrastructure, and parking)</p>
 <b>Key Investments by Partners</b>	<ul style="list-style-type: none"> <li>• RIDA will contribute \$785 million and the Port and the City will contribute a combined \$343 million, which includes \$240 million for the hotel and convention center and \$103 million for infrastructure and parking improvements.</li> <li>• Developmental costs are jointly managed by the Port and the City. The two partners both contribute employees that are responsible for reviewing development design and construction costs.</li> <li>• The Port and City created the Chula Vista Bayfront Financing Authority to issue taxable and tax-exempt bonds to fund the project. The bonds will be paid for using the following:             <ul style="list-style-type: none"> <li>• Tax and lease revenues from the hotel and convention center - the new development is estimated to generate \$50M in annual tax revenue and \$55M in annual lease revenue when the development is in full operation</li> <li>• Annual payments from the general fund</li> </ul> </li> <li>• In addition, the City and District agree to generally split the operation and maintenance (O&amp;M) costs for their part of the development. For example, the Port will be responsible for the O&amp;M costs of the parks and all related public infrastructure located within the parks. The City will be responsible for the O&amp;M costs of the streets and sanitary sewers.</li> </ul>
 <b>Initiative Details</b>	<p>The development of the Chula Vista Bayfront is intended to stimulate the economy by attracting jobs, new business and investment into the area. During the project’s first 20 years, it is forecast to generate approximately \$1.1 billion for the regional economy, around 2,200 permanent jobs and almost 7,000 construction jobs.</p>
 <b>Benefit Details</b>	<ul style="list-style-type: none"> <li>• After the City and the Port have recouped all their costs from financing the project and the development is paid for in full:             <ul style="list-style-type: none"> <li>• The City receives tax revenues from project (e.g., sales tax, property tax)</li> <li>• The Port receives lease revenues from project</li> </ul> </li> <li>• Importantly, the partners do not expect to receive net positive benefits until over 20 years after the development opens, due to the up-front costs of the project.</li> </ul>

# California, US: Chula Vista Bayfront Development (2/3)

The following illustration demonstrates the key components of this agreement

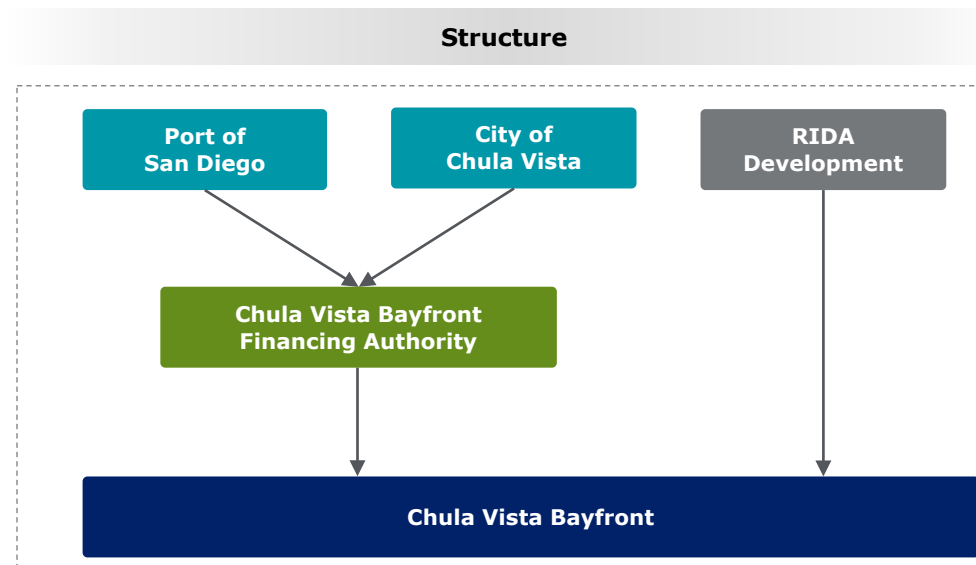


# California, US: Chula Vista Bayfront Development (3/3)

## Governance and lessons learned

### Partnership Governance Details

- The City and the Port formed a Joint Exercise of Powers Agreement ("JEPA") to execute on decisions related to joint financing of the public infrastructure and convention centre.
  - The JEPA Board is comprised of five members - two members appointed by the District, two members appointed by the City, and the Commissioner of the BPC from the City.
  - The JEPA ensures equal representation on the Board to oversee the allocation of the debt and revenue sharing agreement.
- Apart from JEPA, the City and the Port abide by various existing agreements to govern operational needs of the planned development.
- In addition, the City and the Port entered a revenue-sharing agreement that stipulates the terms of how the benefits flow back to the partners.



### Key Lessons Learned



- **Reconciling common interests but different objectives:** Public authorities will often have different goals and objectives with regards to public infrastructure projects. These differences should be well understood and laid out at the onset of the partnership to ensure full transparency. When embarking on a new partnership, it is critical for partners to find a common interest to ensure successful collaboration, which may entail incorporating several different objectives into the selection or prioritization of initiatives.



- **Long term orientation can help create meaningful and sustainable partnerships:** In the case of the Chula Vista Bayfront Development, the Port and the City had a strong history of collaboration that helped facilitate long-term joint development efforts. This history helped ensure that the Chula Vista Bayfront Development could be executed with a high level of trust and cooperation. In addition, a long-term orientation was imperative for the success of the development as the Port and City are expected to be partners in the development for the next 40 years (in terms of the financial and revenue sharing agreement).



- **Creating a separate public entity in charge of finances can help partners manage contractual obligations:** The Chula Vista Bayfront Financing Authority was created by the Port of San Diego and the City of Chula Vista to ensure that the financial obligations of both partners are met. The Authority was also granted the ability to issue bonds for the purpose of raising funds to carry out public financing or other infrastructure improvements associated with the development. This is an innovative way to leverage public authorities' resources to help projects break ground in a timely manner.



# Ohio, United States




Cities of Norton and Barberton, Joint Economic Development Zones








# Ohio, US: Cities of Norton and Barberton - Joint Economic Development Zones (1/3)

## Key Components

### Overview

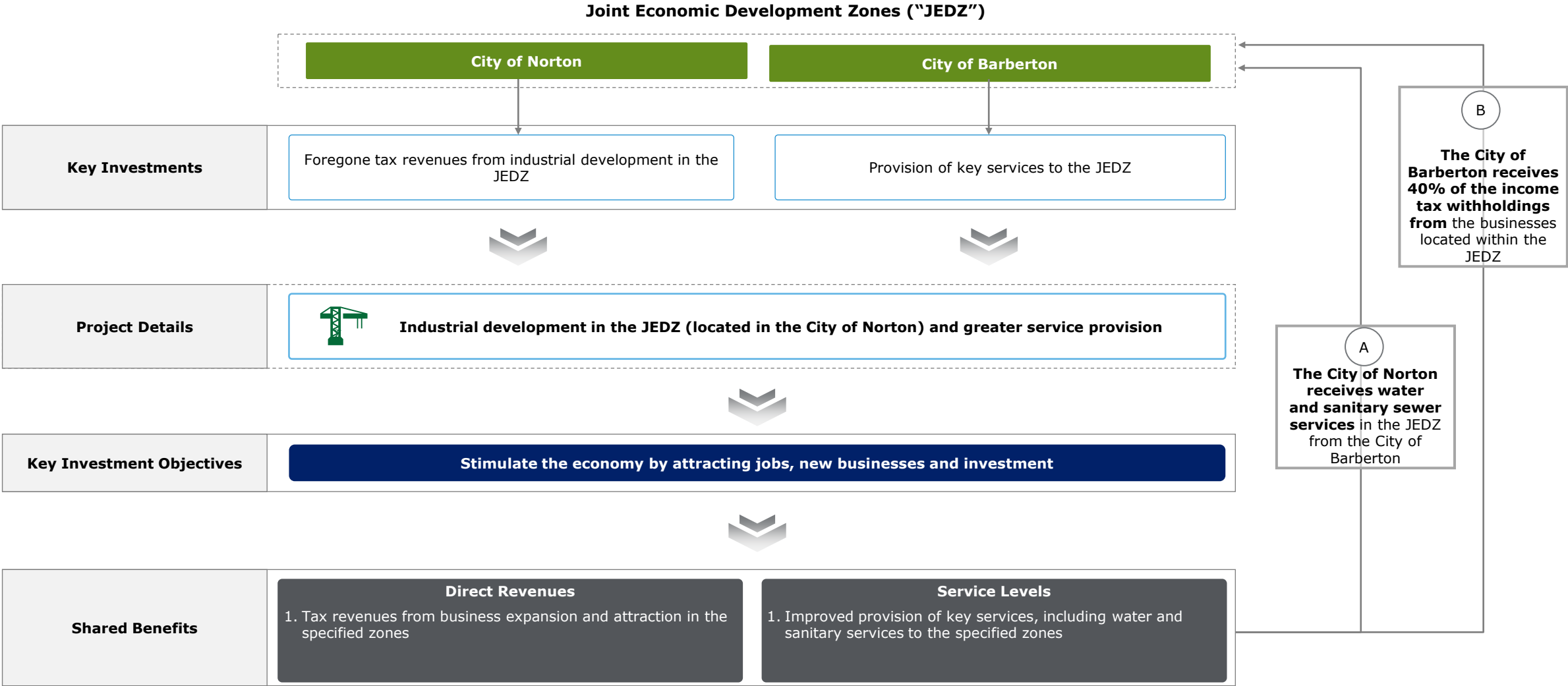
 Description / Background	<p>Since 1985, the Cities of Norton and Barberton, Ohio have established five joint economic development zones ("JEDZ") from which revenues are shared to support their respective development efforts. The zones are all located within Norton and served by utilities from Barberton. In addition, the two municipalities collaborate in service areas to take advantage of economies of scale and reduce duplication in the region.</p>
 Joint Economic Development Zones	<p>The purpose of a JEDZ is to facilitate new or expanded growth for commercial and economic development within the JEDZ. These zones enable municipalities to implement a tax on individuals or businesses located in the zones, and this revenue is allocated towards current service provision or economic development initiatives. The specified JEDZs agreement between the Cities of Norton and Barberton, subject to renewal, extends for a 50-year period.</p>
 Main Parties Involved	<p>City of Norton, City of Barberton</p>

### Key Details

 Agreement Overview	<p>The City of Barberton is a small community, and their asset is their utilities and wastewater treatment services. The City of Norton is significantly larger than Barberton (with substantial land for development), but it does not offer the similar services and facilities as Barberton. Collaboration between the two jurisdictions has resulted in a symbiotic relationship; Barberton provides utilities for businesses and households in Norton, and Norton offers land to develop and promotes economic development in the region. These differences in assets between the cities underpin agreements in the area, where Barberton provides services to Norton and Norton compensates Barberton accordingly.</p>
 Priority Economic Outcome / Purpose	<p>Services and industrial development</p>
 Key Investments by Partners	<p><b>JEDZs:</b></p> <ul style="list-style-type: none"> <li>• Barberton is the sole provider of utilities to zones within Norton</li> <li>• Norton pays part of their incremental tax revenue to Barberton in exchange for utilities</li> </ul> <p><b>Shared Dispatch Centre:</b></p> <ul style="list-style-type: none"> <li>• The Cities of Norton and Barberton and a third township all contribute to the operation of a shared dispatch centre. The costs of the dispatch centre are split based on call volumes of each partner.</li> </ul>
 Initiative Details	<p>In addition to the JEDZs in the city of Norton, the following other service areas are shared between Norton and Barberton:</p> <ul style="list-style-type: none"> <li>• <b>Dispatch consolidation and shared communications platform</b> through the development of a shared dispatch safety centre, which addresses public safety and achieves benefits through merging partners into one organization. Each organization contributed equally to equip and start up the centre. Since becoming operational, the City of Norton is billed quarterly for its share of the budgeted expenditures. This eliminates duplication while allowing for expanded services to residents.</li> <li>• <b>Barberton will own, operate and maintain the sewer system</b> that it purchased from Summit County, for the City of Norton. City of Norton customers will be billed and pay for costs of the sewer system.</li> <li>• <b>Barberton provides building services</b> to the Norton, saving Norton approximately \$100,000 annually in overhead costs.</li> </ul>
 Benefit Details	<p><b>JEDZs:</b></p> <ul style="list-style-type: none"> <li>• In exchange for Barberton extending utility (water and sanitary sewer) service in Norton, Norton has agreed to pay Barberton, on a quarterly basis, 40 percent of the income tax withholdings that it collects from both employees of new businesses in the specified zones as well as from employees added to the workforce by pre-existing businesses in the zone.</li> <li>• In addition, Norton allots to Barberton all increases in net profits of pre-existing businesses.</li> </ul>

# Ohio, US: Cities of Norton and Barberton - Joint Economic Development Zones (2/3)

The following illustration demonstrates the key components of this agreement



\* Revenue-based funding contributions are determined through a tiered approach based on annual revenues

# Ohio, US: Cities of Norton and Barberton - Joint Economic Development Zones (3/3)

## Governance and lessons learned

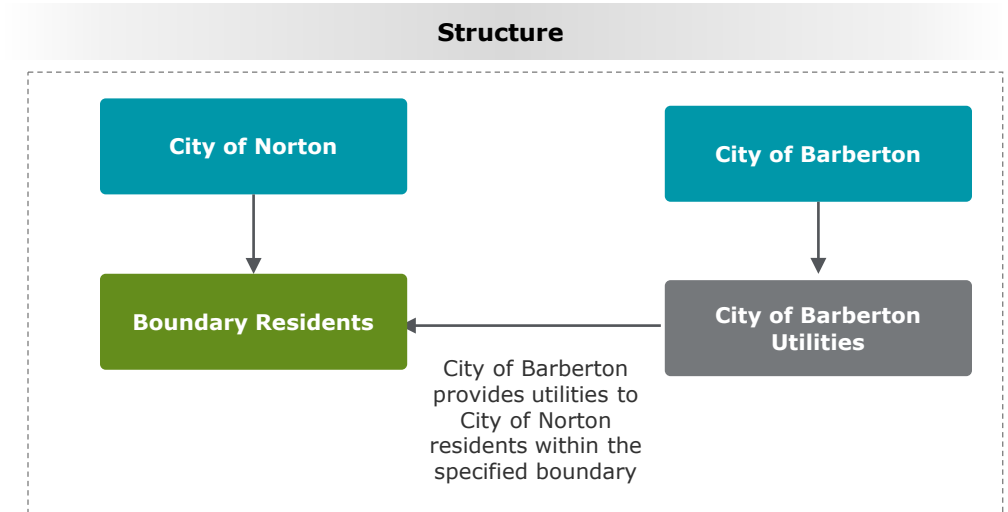
### Partnership Governance Details

#### JEDZ

- The governance of the JEDZ stems from the original contracts that enacted the zones. In cases of dispute, the parties find a solution through other means such as mediation or court proceedings.
- The JEDZ agreement, subject to renewal, extends for a 50-year period contingent upon the continued need for Barberton's utilities as well as the competence of the respective utility services.

#### Shared Dispatch Centre

- The shared dispatch centre is governed by a board. The board consists of representative from each municipality and meets on quarterly basis to approve budgets.
- In addition, there is another board which consists of the fire and police chiefs. This board governs the day to day operations of the shared dispatch centre and meets on a more frequent basis to discuss operational needs.
- Due to the success of the dispatch centre, other jurisdictions are looking to the region to model future shared dispatch centre agreements.



### Key Lessons Learned



- **Make informed and transparent decisions:** It was important for the Cities of Norton and Barberton to understand clearly what they were committing to when creating a model of collaboration. This required several in depth and lively discussions that were transparent about the likely outcomes of their partnership. For example, when considering the impacts of the shared dispatch center, it was important to look at the existing costs and service levels before evaluating the impact of the policy. While there was an initial reduction of dispatch jobs due to the increased efficiency of the centre, it was more cost effective in the long run and resulted in better service levels to its citizens.



- **Prioritize long-term regional gains:** In forming the JEDZs, it was clear that the potential development that would occur in Norton would result in benefits beyond its boundaries. This is often true when considering joint economic development, as the economic and social benefits that stem from attracting investment and promoting industrial development can not be isolated or divided amongst partners. With that in mind, an overall commitment to helping the region grow over the long-term is helpful, with less of a focus on how marginal gains or losses are distributed in the short-term.



- **Leverage regional advantages to avoid duplication of effort:** The Cities of Norton and Barberton each have different strengths or comparative advantages that contribute to the economic well-being of the region. The agreements and partnerships they have formed allow them to keep their unique advantages and form a 'best of both worlds' situation that leverages both partners' strengths. This required a recognition that access to services was a key enabler of economic activity, and that contributions to a partnership need not be purely financial in nature.

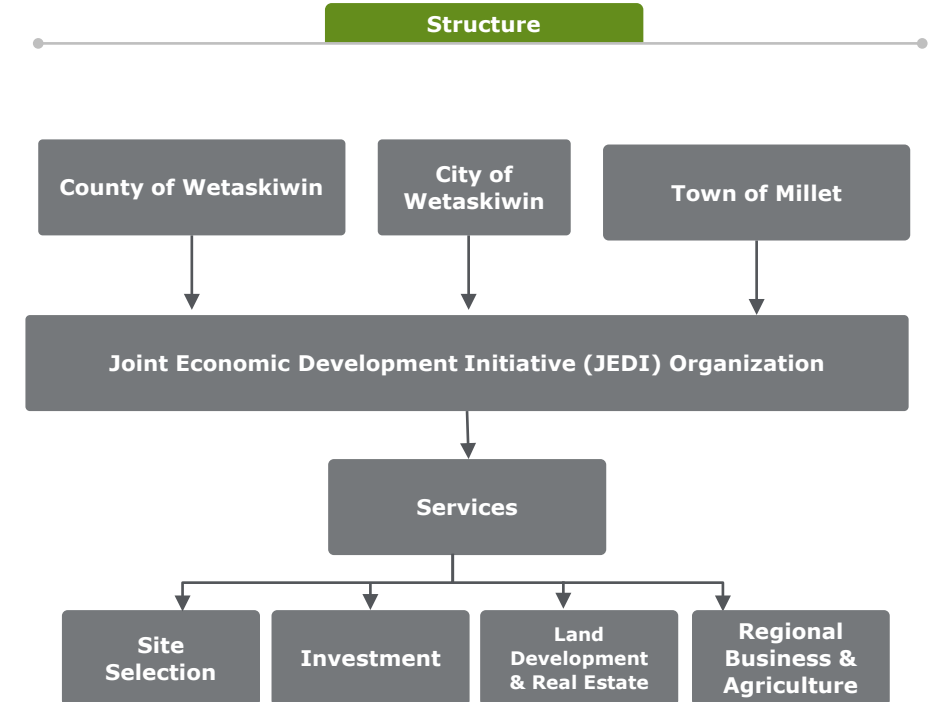


# Appendix

## Preliminary Scan results

# Alberta, Canada: County of Wetaskiwin and the Town of Millet – Joint Economic Development Initiative (“JEDI”)

Overview	
Description / Background	As a not-for-profit municipal partnership between the County of Wetaskiwin and the Town of Millet, the Joint Economic Development Initiative (JEDI) facilitates development in the region. JEDI positions itself as a one-stop-shop for industrial development in the area and reduces redundancy and duplication in industrial attraction (i.e. a prospective developer does not have to approach each respective municipal department when applying for rezoning or development permits, for example). In 2018, the City of Wetaskiwin has since announced intentions to withdraw from the agreement.
Main Parties Involved	County of Wetaskiwin, City of Wetaskiwin, Town of Millet
Agreement overview	The economic partnership created in 2003 is an industrial land development cost and revenue sharing agreement between municipalities. The partnering regions host hundreds of businesses in the Oil and Gas Manufacturing and Services, Agri-Business and Warehousing industries. These, along with the region’s competitive price point per acre for land compared to neighboring communities, are leveraged to attract development and foster growth. The members support the JEDI through a revenue and cost formula based on population. The agreement provides a cost-recovery mechanism for one partner’s servicing of another partner’s lands, using newly created tax revenues.
Priority Initiatives	Industrial land development
Key Features	<p>The principles of mutual benefit in this agreement are:</p> <ul style="list-style-type: none"> <li>No competition for industrial land development and a strong regional partnership between the municipalities</li> <li>Seamless agreement and quick processing of required annexation of land for further development</li> <li>The removal of obstacles to developers who wish to develop locations that would benefit from or require an annexation</li> </ul>
Cost Sharing Details	<ul style="list-style-type: none"> <li>This agreement allows for the partners to provide servicing to another partner’s lands. For example, should the City of Wetaskiwin provide servicing to a County industrial parcel, 75% of the new industrial tax assessment revenue will be provided to the City (annually) until the cost of servicing has been recovered.</li> <li>To account for the initial servicing costs of the municipality where the development resides, from the beginning of the development, 75% of the tax revenues are given to the resident municipality until its installation and servicing costs are recovered, while the remaining 25% is allocated to the shared municipal pool. Once the resident municipality has recovered its costs through this process, 100% of the tax revenues are returned to the shared municipal pool.</li> </ul>
Benefit Sharing Details	<ul style="list-style-type: none"> <li>The incremental land tax revenues are distributed between each municipality by weight, based on the proportion of population of each municipality. The population weight is measured by the existing figures provided by Statistics Canada for each municipality. All tax revenues from industrial land developments registered and developed after 2006 are shared between the partner municipalities regardless of the development’s location.</li> </ul>
Term	Not specified

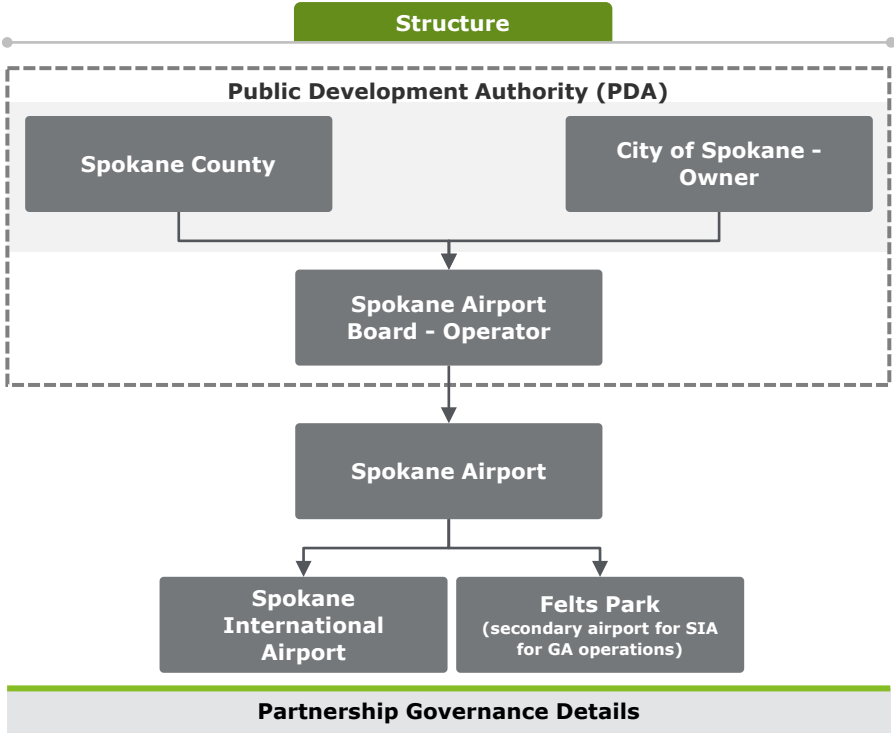


## Partnership Governance Details

- JEDI offers operational activities and services at no cost to businesses and investors operating within the JEDI region.
- The City of Wetaskiwin spent over \$2 million since the agreement’s inception in 2003. The cost-benefit analysis conducted prior to the City’s withdrawal from the agreement showed little return on its investment. This information spurred Wetaskiwin City Council to re-invest those funds moving forward by allocating them to other projects such as the marketing and promotion of the South East Industrial Park.

# Washington, US: Spokane – West Plains Public Development Authority (“PDA”)

Overview	
Description / Background	In 2017 the City of Spokane, Spokane County and the Spokane Airport entered into an agreement to align resources and services to support targeted investments consistent with advancing the Airport layout plan, furthering the aerospace supply chain and other industrial development. Both the City of Spokane and the County of Spokane have been identified as areas for potential economic growth on the West Plains. This partnership oversees a zone encompassing the 6,000 acre Spokane Airport and approximately 3,000 additional acres of county and city lands. The partnership has been instrumental in delivering a critical rail loop to the airport, as well as Amazon’s decision to locate a 600,000 sq ft. warehouse within its territory.
Main Parties Involved	Spokane County, City of Spokane, Spokane International Airport
Agreement overview	Under this 20-year agreement, both the City and County will share and pay to the PDA 75 percent of all incremental increases in tax revenues within the specified geographic boundaries, to the PDA. The agreement fosters joint development to benefit all three member jurisdictions and avoids internal competition for projects beneficial to the greater Spokane area.
Priority Initiatives	New manufacturing and aerospace development that will increase employment in the area.
Key Features	<ul style="list-style-type: none"> <li>As part of the agreement, the city of Spokane will not pursue further annexation within the PDA boundaries during the duration of the agreement.</li> <li>The agreement fosters joint development to benefit all three member jurisdictions and avoids internal competition for projects beneficial to the greater Spokane area.</li> </ul>
Cost Sharing Details	<ul style="list-style-type: none"> <li>The City, County and airport have each agreed to invest \$60,000 annually for the PDA’s first three years and to hire a full-time Executive Director. In addition, the County and the City will jointly back future debt of the PDA to undertake activities on behalf of the PDA (i.e. construction of a building).</li> <li>The funds are governed by the PDA, which has the ability to take on debt and direct grant spending towards roads, water and other needs to build the Airport’s economic vitality.</li> <li>The PDA would combine City and County property taxes on some projects and further utilize those funds to administer programs and work with private developers. The two jurisdictions would benefit equally.</li> </ul>
Benefit Sharing Details	<ul style="list-style-type: none"> <li>Revenue sharing is derived from property tax, sales tax, leasehold tax, road tax, and utility tax; 75% of the taxes derived from any increase from the base year in these categories within the boundaries of the PDA will be allocated to the PDA. The remaining 25% is to be directed to the originating jurisdiction.</li> </ul>
Term	20 year agreement term

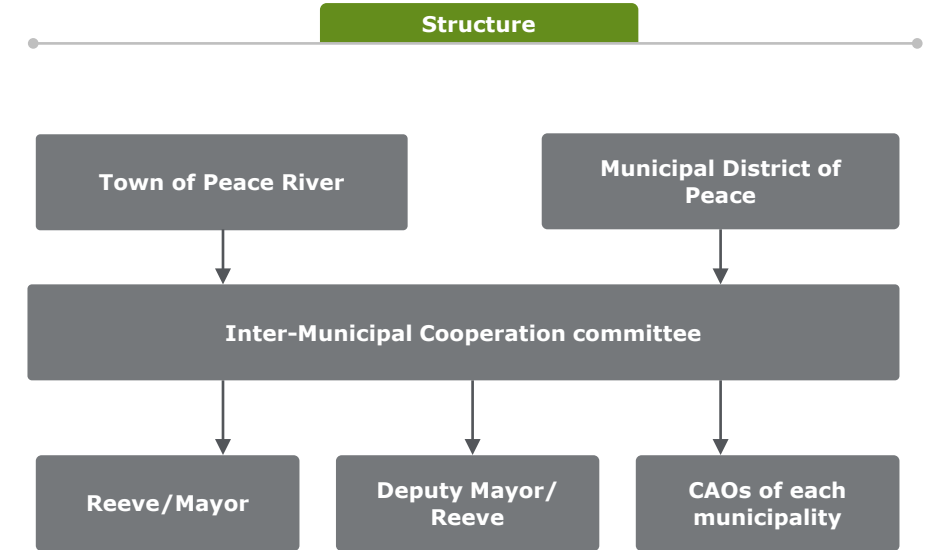


### Partnership Governance Details

- The PDA Board is governed by seven members appointed by the City and the County. The composition of the Board is inclusive and intentionally designed to ensure a broad range of perspectives:
  - three Board members are appointed by the City, one of which is to be a member of the City Council
  - three are appointed by the County, one of which is to be a member of the Board of County Commissioners
  - and the seventh is appointed jointly by the City and the County
  - the Board also includes two at-large business and community representatives
  - Board members receive no salary or compensation for their services

# Alberta, Canada: Peace River Inter-Municipal Cooperation Agreement

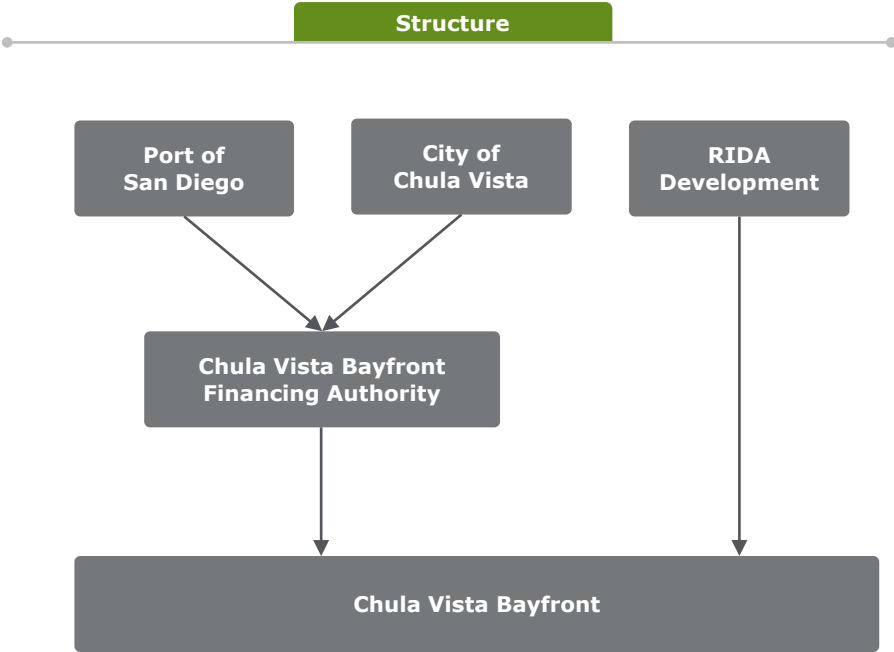
Overview	
Description / Background	In 2010, the Town of Peace River and the Municipal District of Peace arranged for the joint development of an Inter-Municipal Cooperation Agreement based on the principal of mutual benefit. The parties realize benefits from undertaking joint land use planning and have a defined formula for sharing in the benefits derived from development on the lands.
Main Parties Involved	Town of Peace River, Municipal District of Peace
Partnership Details	
Agreement overview	Under the agreement, the municipalities undertake joint land-use planning and agree to fair and equitable cost and benefit sharing for any joint development or service provision that might be undertaken as a result of joint land-use planning.
Priority Initiatives	Joint land-use planning and the sharing of the operating costs of regional assets, programs and services that have mutual benefit
Key Features	<ul style="list-style-type: none"> <li>The Partner Municipalities began with an initial designated area for joint land use planning to initially set the grounds. The joint planning area was to be expanded over time.</li> <li><b>Joint Planning Area:</b> The Partners designated an initial area that logically lends itself to joint planning.</li> <li><b>Joint Benefitting Area:</b> The Partners designate an area that logically lends itself to joint cost and benefit sharing. When development occurs on the JPA, the Partners enter an agreement following the mutual benefit principles.</li> </ul>
Cost Sharing Details	<p>An area within the Joint Planning Area is identified for joint cost and benefit sharing. When Development occurs within the Joint Benefitting Area, the Signatories will enter into an agreement relating to the sharing of the costs and benefits of the servicing of the development with the following principles:</p> <ul style="list-style-type: none"> <li>Each Partner should be reimbursed for any capital costs incurred.</li> <li>The ongoing operations and maintenance costs be identified and that each Partner be reimbursed for any of these ongoing costs that it will bear.</li> </ul>
Benefit Sharing Details	<ul style="list-style-type: none"> <li>The net benefits from any joint development should be shared between the parties on a "50-50" basis.</li> </ul>
Term	8 years (plus auto renewal of 3 years) unless there is a replacement agreement in place or it has been terminated.



- Partnership Governance Details**
- A joint Inter-Municipal Cooperation Committee is established for fostering effective communication.
  - Membership of the Committee is the Reeve/Mayor, Deputy Mayor/Reeve and the CAO's of each Municipality
  - The Committee meets at least once every 6 months and the full council of Signatories meet at least once a year.

# California, US: Chula Vista Bayfront Development

Overview	
Description / Background	The Port of San Diego and the City of Chula Vista approved a joint agreement in 2017 to develop the Chula Vista Bayfront. The four-year development plan includes building a resort hotel, convention center, infrastructure, and parking.
Main Parties Involved	Port of San Diego, City of Chula Vista, RIDA Development, Chula Vista Bayfront Financing Authority
Agreement overview	<p>The Bayfront development project is a joint agreement between the Port of San Diego, the City of Chula Vista and RIDA Development. The development project will cost a total of \$1.1 billion, with all three parties investing in the project. RIDA will contribute \$785 million and the Port and the City will contribute a combined \$343 million.</p> <p>The development of the Chula Vista Bayfront is intended to stimulate the economy by attracting jobs, new business and investment into the area. During the project’s first 20 years, it is forecasted to generate approximately \$1.1 billion for the regional economy, around 2,200 permanent jobs and almost 7,000 construction jobs.</p>
Priority Initiatives	Commercial development (a resort hotel, convention center, infrastructure, and parking)
Key Features	<ul style="list-style-type: none"> <li>The San Diego Unified Port District, City of Chula Vista, and RIDA Chula Vista, LCC all signed the “Disposition and Development Agreement” which outlines their funding commitments to the project. The project is funded publicly and privately.</li> <li>The City and the Port created Chula Vista Bayfront Financing Authority to issue bonds to fund the project.</li> </ul>
Cost - Benefit Sharing Details	<ul style="list-style-type: none"> <li>The City and Port will pay a combined \$343 million, which includes \$240 million for the hotel and convention center and \$103 million for infrastructure and parking improvements.</li> <li>The Port and City created the Chula Vista Bayfront Financing Authority to issue taxable and tax-exempt bonds to fund the project. The bonds will be paid for using the following:               <ul style="list-style-type: none"> <li>Tax and lease revenues from the hotel and convention center - the new development is estimated to generate \$50M in annual tax revenue and \$55M in annual lease revenue when the development is in full operation</li> <li>Annual payments from the general fund</li> </ul> </li> <li>After development is paid for in full:               <ul style="list-style-type: none"> <li>City receives tax revenues from project (e.g., sales tax, property tax)</li> <li>Port receives lease revenues from project</li> </ul> </li> </ul>
Term	The project is anticipated to be completed by 2022, but maybe be extended as long as 2025.



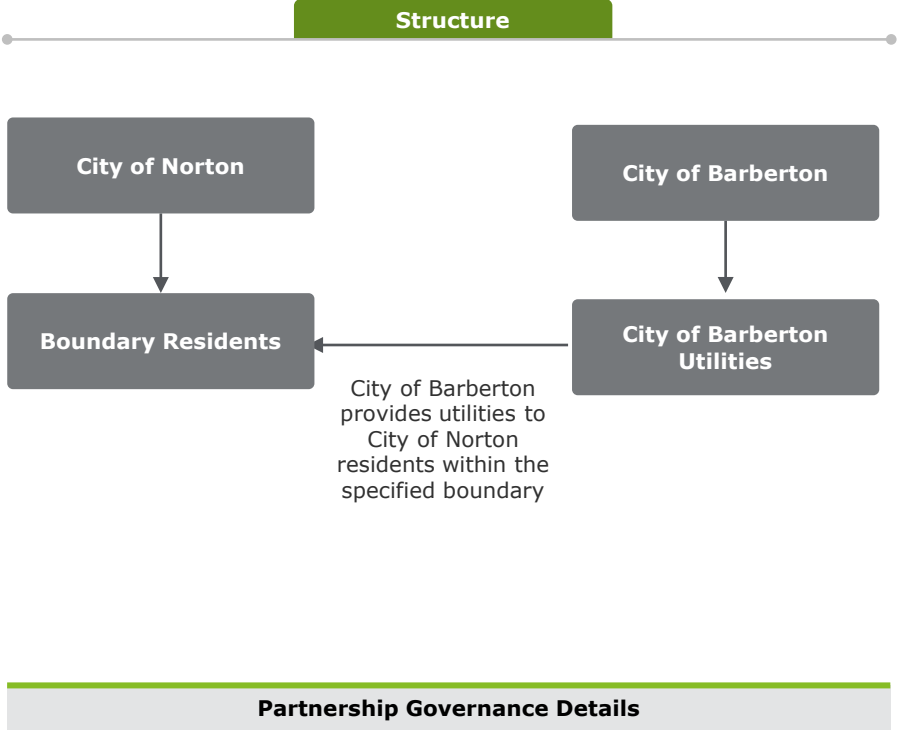
### Partnership Governance Details

- The city and the port formed a Joint Exercise of Powers Agreement (“JEPA”) to execute on decisions related to joint financing of the public infrastructure and Convention Centre
- Apart from JEPA, the City and the Port abide by various existing agreements to govern operational needs of the planned development



# Ohio, US: Cities of Norton and Barberton – Joint Economic Development Zones

Overview	
Description / Background	Since 1985, the Cities of Norton and Barberton, Ohio have established five joint economic development zones from which revenues are shared to support their respective development efforts. The zones are all located within Norton and served by utilities from Barberton.
Main Parties Involved	City of Norton, City of Barberton
Agreement overview	<p>Among the different service areas in Norton to which Barberton extends its service are:</p> <ul style="list-style-type: none"> <li>• <b>Dispatch consolidation and shared communications platform</b> through the development of a shared dispatch safety centre, which addresses public safety and achieves benefits through merging partners into one organization. Each organization contributed equally to equip and start up the centre. Since operational, the City of Norton is billed quarterly for its share of the budgeted expenditures. This eliminates duplication while allowing for expanded services to residents.</li> <li>• <b>Heavy lift garage to the schools of Norton</b>, which addresses economic development and transportation while sharing responsibility for costs.</li> <li>• <b>The City of Barberton will own, operate and maintain the sewer system</b> that it purchased from Summit County, for the City of Norton. City of Norton customers will be billed and pay for costs of the sewer system.</li> <li>• <b>City of Barberton provides building services</b> to the City of Norton, saving the City of Norton approximately \$100,000 annually in overhead costs.</li> </ul>
Priority Initiatives	Services and industrial development
Key Features	<ul style="list-style-type: none"> <li>• Barberton is the sole provider of utilities to zones within Norton</li> <li>• Norton pays part of their tax revenue to Barberton in exchange for providing utilities</li> </ul>
Cost - Benefit Sharing Details	<ul style="list-style-type: none"> <li>• In exchange for Barberton extending utility (water and sanitary sewer) service in Norton, Norton has agreed to pay Barberton, on a quarterly basis, 40 percent of the income tax withholdings that it collects from both employees of new businesses in the specified zones as well as from employees added to the workforce by pre-existing businesses in the zone.</li> <li>• Norton allots to Barberton all increases in net profits of pre-existing businesses.</li> </ul>
Term	The specified agreement, subject to renewal, extends for a 50-year period, contingent upon the continued need for Barberton’s utilities as well as the competence of the respective utility services.

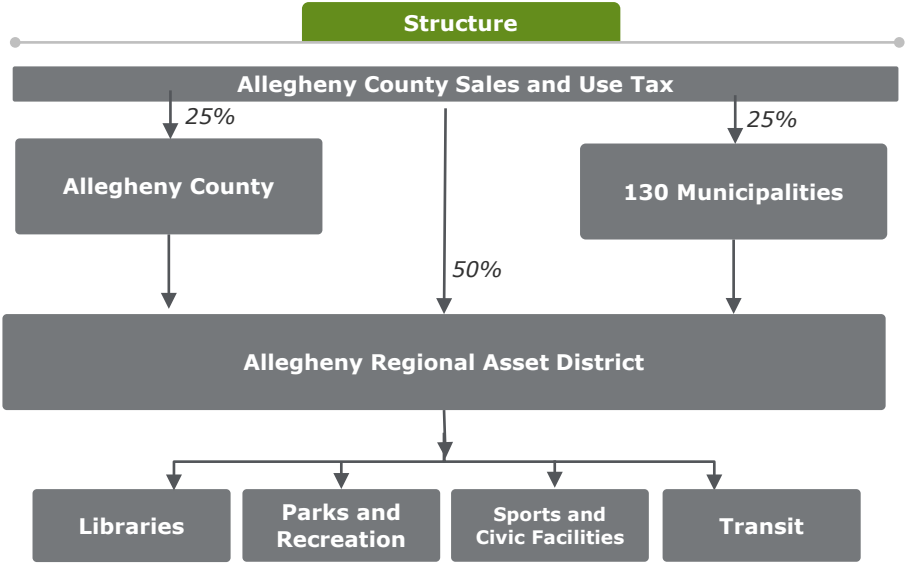


## Partnership Governance Details

- None available

# Pennsylvania, US: Allegheny Regional Assets District ("RAD")

Overview	
Description / Background	Legislation was enacted in 1993 in Allegheny County to create a special purpose area-wide unit of government known as the Allegheny Regional Asset District ("RAD"). The legislation also gave the county the power to levy a one percent local option sales tax in the region. The purpose of the legislation was twofold: firstly, to create a fund that supports and finances regional assets that benefit the region as a whole, and secondly to restore greater tax equity among municipalities in the region and to alleviate the tax burden for the largest tax payers.
Main Parties Involved	Allegheny County and the 130 municipalities in the county
Agreement overview	RAD funds regional assets from half of the proceeds of the 1% Allegheny County Sales and Use Tax. The remaining half of the tax is allocated as follows: 25 percent of the proceeds go to Allegheny County and 25 percent is allocated to the local governments within the County according to a formula described below.
Priority Initiatives	The RAD is dedicated towards supporting and financing regional assets in the areas of libraries, parks and recreation, transit, sports and civic facilities, and arts and culture programs.
Key Features	<p>The Allegheny County Sales and Use Tax is used in the following manner:</p> <ul style="list-style-type: none"> <li>The RAD uses 50% of the sales tax funds to provide grants to "support, finance, co-ordinate and assure efficient and effective operation and development of regional assets." Examples of regional assets funded by RAD include the Carnegie Library of Pittsburgh, the Pittsburgh Zoo &amp; PPG Aquarium, and the Phipps Conservatory and Botanical Gardens.</li> <li>25% of the sales tax proceeds go to the County to reduce property taxes.</li> <li>The remaining 25% is allocated to local governments. Municipalities have allocated RAD funds for a wide variety of services, including public safety and capital projects.</li> </ul>
Cost - Benefit Sharing Details	<ul style="list-style-type: none"> <li>The 25% of proceeds that is distributed to local governments is based on a formula which is redistributive in nature. In general, the formula is based on a municipality's size and wealth. The revenue-sharing allocation takes into account the current tax effort and current tax-base wealth of each government (measured by the per capita market value of taxable real property).</li> <li>Municipalities with large tax revenues are allocated a larger share of the tax compared to municipalities with small revenues. However, the weighting formula increases the share that municipalities receive that are poorer in terms of market value of real estate per resident. As a result, the formula reduces the share for municipalities that are wealthier in terms of market value of property per capita.</li> </ul>
Term	Not specified

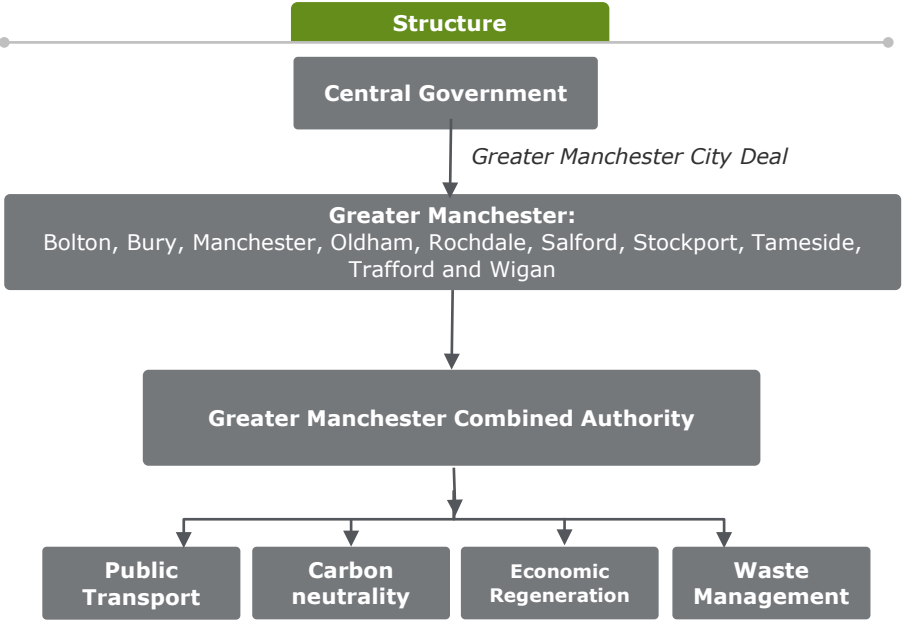


### Partnership Governance Details

RAD is administered by a Board of Directors and Staff with assistance from a Citizen Advisory Board. The Board of Directors is composed of four individuals appointed by the County Chief Executive, two appointed by the mayor of Pittsburgh, and one individual elected by the six appointees. The Board of Directors selects an Advisory Board to advise the Board on the development of policy and program implementation. Members serve four-year terms.

# Manchester, UK: Greater Manchester Combined Authority ("GCMA")

Overview	
Description / Background	The GMCA was established in 2011 and is comprised of 11 indirectly elected representatives (the mayors from each local government authorities involved and the mayor of Greater Manchester). The combined authority is the country's first statutory 'supercouncil,' which has the responsibility to coordinate the region's regeneration, economy and transport priorities. The costs of the GMCA that are attributable to its functions relating to public transport, economic development and regeneration are met by its constituent councils through government grants and/or local council tax.
Main Parties Involved	10 existing local government authorities and the mayor of Greater Manchester (Bolton, Bury, Manchester, Oldham, Rochdale, Salford, Stockport, Tameside, Trafford and Wigan)
Agreement overview	A "City Deal" was established for Greater Manchester in 2012. The UK city deal is the British Government's strategy to promote stronger urban and regional growth through smarter strategic planning, infrastructure investment and involvement of local government. The city deal involves a number of initiatives related to housing, talent, infrastructure, and carbon reduction measures.
Priority Initiatives	GMCA is a strategic authority with powers over public transport, skills, housing, economic regeneration, waste management, carbon neutrality and planning permission
Key Features	<p>Key relevant features of the Greater Manchester City Deal include:</p> <ul style="list-style-type: none"> <li><b>Revolving Infrastructure fund:</b> this fund allows the GMCA to earn-back up to £30 million per year against spending on infrastructure projects. The fund revolves around an Earn Back Model, which uses a formula that provides a revenue stream to the GMCA if additional GVA is created relative to a baseline. Overall, if the GMCA is successful in driving economic growth, the region will receive a larger proportion of resultant tax take generated from this growth than would otherwise be the case under business rate retention. The 'earned back' resources are used for future investment opportunities, creating a 'revolving Fund' which rewards the GMCA for delivering growth.</li> <li><b>Greater Manchester Investment Framework:</b> this framework allows Greater Manchester to make better use of Central Government and EU funding by identifying and prioritizing a pipeline of projects according to GVA impact (linked to the Earn Back model). Currently, there are 70-80 projects in Greater Manchester's pipeline, including investments in commercial and physical developments, transport and broadband infrastructure, business growth, housing and low carbon projects.</li> </ul>
Cost - Benefit Sharing Details	<ul style="list-style-type: none"> <li>The expenses and liabilities of the GMCA are funded through the constituent councils via a per-capita allocation.</li> </ul>
Term	Reviewed every 5 years

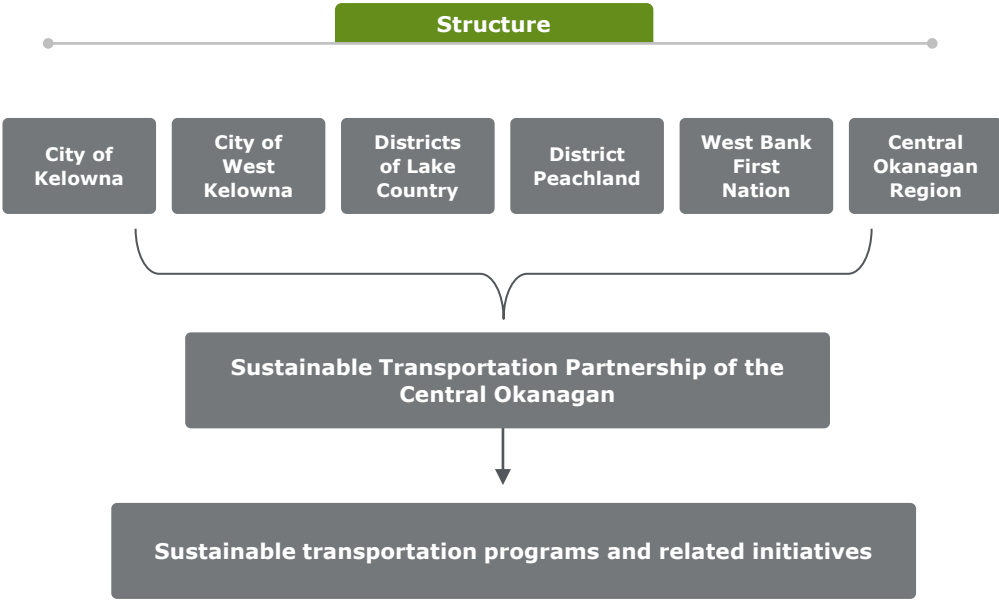


## Partnership Governance Details

The GMCA is run jointly by the leaders of the ten councils and the Mayor of Greater Manchester. The GMCA members and the Mayor each have one vote, and generally issues are decided by a simple majority vote. In addition, there are a variety of boards, groups and committees established to advise on specific issues such as transportation, housing, social care and planning.

# British Columbia, Canada: Sustainable Transportation Partnership of the Central Okanagan ("STPCO")

Overview	
Description / Background	The STPCO was formed in 2013 as a result of decades of regional cooperation and planning. It is a partnership among local governments in the Central Okanagan region that oversees regional transportation in the area. Currently, almost a quarter of transportation trips in the Central Okanagan are across municipal boundaries, indicating that residents often travel across the region in order to access employment, services, etc. As a result, a coordinated partnership was is important to ensure that the region can collectively invest and plan for transportation programs that will benefit the region as a whole.
Main Parties Involved	City of Kelowna, City of West Kelowna, Districts of Lake Country and Peachland, Westbank First Nation and the Regional District of Central Okanagan.
Agreement overview	The STPCO is a strategic partnership that manages the delivery of regional sustainable transportation and related programs and initiatives in support of common regional policy, plans and interests (economic, social and environmental). The SPTCO is a way to bring together the regional transportation interests of partners with different principles, assets, and resources with populations that range from 6,000 to 130,000. In the SPTCO, resources (e.g. funds, data, models, staff, equipment, etc.) are shared through proportional contributions from each partner.
Priority Initiatives	The STPCO prioritizes sustainable transportation initiatives. Highways, roads, transit, trails, bike and pedestrian routes are all considered 'regionally significant' and may be prioritized as part of the agreement.
Key Features	<ul style="list-style-type: none"> <li>The STPCO has drafted a Regional Transportation Plan (RTP) that aims to create a consolidated transportation strategy across the Central Okanagan. The plan identifies priority transportation investments needed over the next 20 years.</li> <li>Funding for specific initiatives may come from different sources (e.g., provincial government, federal government, private sector).</li> </ul>
Cost - Benefit Sharing Details	<ul style="list-style-type: none"> <li>The contributions to the STP are allocated based on the converted assessment of each partner. These may change annually.</li> <li>In the event of the withdrawal of one or more of the parties from the STPCO, the withdrawing party's portion of costs shall be re-apportioned among the remaining partners</li> </ul>
Term	The partnership is structured in 3 year terms and is voluntary for all local government partners

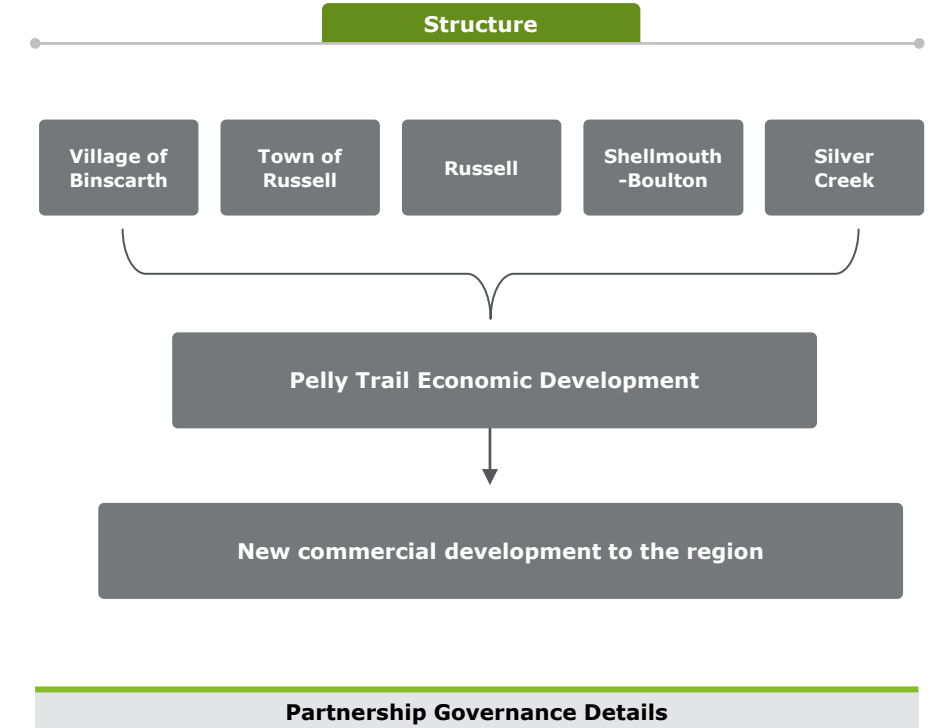


## Partnership Governance Details

The STPCO is overseen by the Local Government Advisory Board, consisting of the Mayors, Chief (WFN) and Chair (RDCO) of the local governments. A CAO Committee provides administrative oversight to ensure oversee the partnership's work plans, budgets, and resources. A number of Standing Committees, comprising of staff from each of the partners, provides advice and support on tasks specific to projects.

# Manitoba, Canada: Pelly Trail Economic Development (“PTED”)

Overview	
Description / Background	In 2000, five municipalities in the Pelly Trail region entered into an agreement to share growth in commercial property tax revenue. The PTED manages the agreement which is part of a broader economic development strategy that aims to promote commercial development and reduce inter-municipal competition in the region.
Main Parties Involved	Village of Binscarth, Town of Russell and Rural Municipalities of Russell, Shellmouth-Boulton and Silver Creek
Agreement overview	An important driver of the tax-sharing agreement is the fact that the five municipalities all have different levels of commercial development as well as assets in their region. For example, each municipality has differing degrees of infrastructure, land bases, and existing transportation links. As a result, each municipality contributes to the region’s competitiveness and by combining economic development efforts they are in a better position collectively to attract development. In this light, the municipalities agreed to share incremental commercial property tax growth that is created either by attracting development or encouraging expansion of existing development.
Priority Initiatives	Attracting new commercial development to the area
Key Features	<ul style="list-style-type: none"> <li>• <b>Host municipality cost recovery:</b> tax sharing among the partners is only initiated after direct costs associated with the development (e.g. water and sewer extensions to a new site) are recovered by the host municipality. This may entail that all new tax revenue from a project is retained by the host municipality for the first years. Once the host municipality recovers all its direct costs, new taxes that arise from the project are shared by the municipalities.</li> <li>• <b>Project exemption clause:</b> the agreement includes a clause that enables municipalities to exempt one new project from the tax sharing agreement. This allows municipalities to reap the benefits from projects that are already in the pipeline.</li> </ul>
Cost - Benefit Sharing Details	<ul style="list-style-type: none"> <li>• Of new commercial property tax growth in the region, 70% is contributed to a tax sharing pool and 30% is retained by the host municipality to cover ongoing costs of servicing the new development.</li> <li>• Approximately 70% of the funds in the tax sharing pool are shared amongst all partners according to a formula, and the remaining 30% is contributed to a PTED fund to support future initiatives.</li> <li>• The formula in which the shared portion of the pool is allocated to the five municipalities is based on total municipal assessment and municipal population relative to total regional assessment and population.</li> </ul>
Term	The agreement is to be renewed every five years

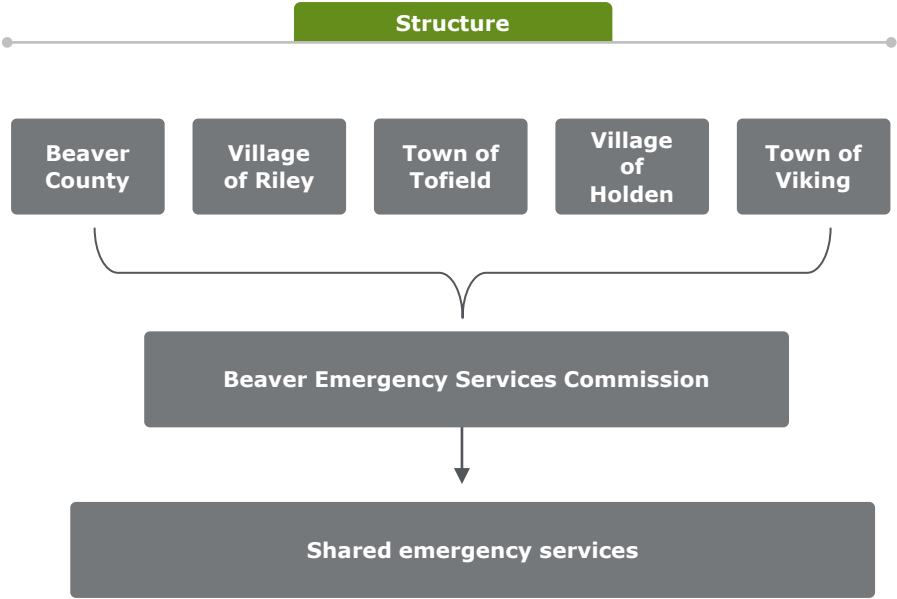


## Partnership Governance Details

- None available

# Alberta, Canada: Beaver Emergency Services Commission ("BESC")

<b>Structure</b>	
Description / Background	In 2010, Beaver County and nearby municipalities developed the Beaver Emergency Services Commission ("BESC") to jointly deliver fire protection services in the area. The purpose of the commission is to pool resources to deliver fire services to the region as a whole, thereby reducing the cost burden of each individual municipality. Specific costs linked to operating the fire department have been divided among the partners according to a specific formula.
Main Parties Involved	Beaver County, Village of Ryley, Town of Tofield, Village of Holden, Town of Viking
<b>Partnership Governance Details</b>	
Agreement overview	The BESC manages the administration and oversees operations of volunteer fire departments in each of the municipalities. The agreement encompasses six local volunteer fire departments with over 110 firefighters. Collectively, the commission responds to more than 300 calls annually.
Priority Initiatives	Emergency fire, medical, rescue and hazardous material services.
Key Features	<ul style="list-style-type: none"> <li>The Regional Fire Chief manages the operation of volunteer fire stations in each of the Towns of Tofield and Viking, the Villages of Ryley and Holden, and the Hamlets of Bruce and Kinsella.</li> <li>Additional municipalities may be considered for membership to the commission. Any costs to that municipality will be determined by the partners at the time of the application for membership.</li> </ul>
Cost - Benefit Sharing Details	A formula was developed to share costs of the commission equitably. Costs are split based on parcel count (33%), population (33%), and usage (33%)
Term	Not specified



- Partnership Governance Details**
- None available



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## **Appendix H:**

# SISB Model Test Cases Detailed Assumptions / Results

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# SISB Model | Test Cases

Two cases were identified by the EMRB Working Group for SISB Model consideration



## Test Case 1 – Broadband Connectivity



### Overview

EMRB recently commissioned an economic impact analysis to understand the relationship between enabling increased connectivity throughout the region and the overall policy goals of EMRB member jurisdictions.

Investing in an initiative such as Broadband will allow the EMRB to demonstrate the multijurisdictional benefits for residents located in those municipalities contributing to the initiative, while providing a different model for funding the initiative.

The rationale for including this initiative in the SISB Model:

- The EMRB had already initiated work with respect to the potential costs, scope and benefits of such an initiative.
- The initiative enabled co-investment and benefit distributions which were suited the SISB model framework.
- Broadband infrastructure is a focus of both the Provincial and Federal Government.
- Private investors are seemingly looking to invest broadband infrastructure to complement their existing asset portfolios.



## Test Case 2 – Regional Waste Management Facility



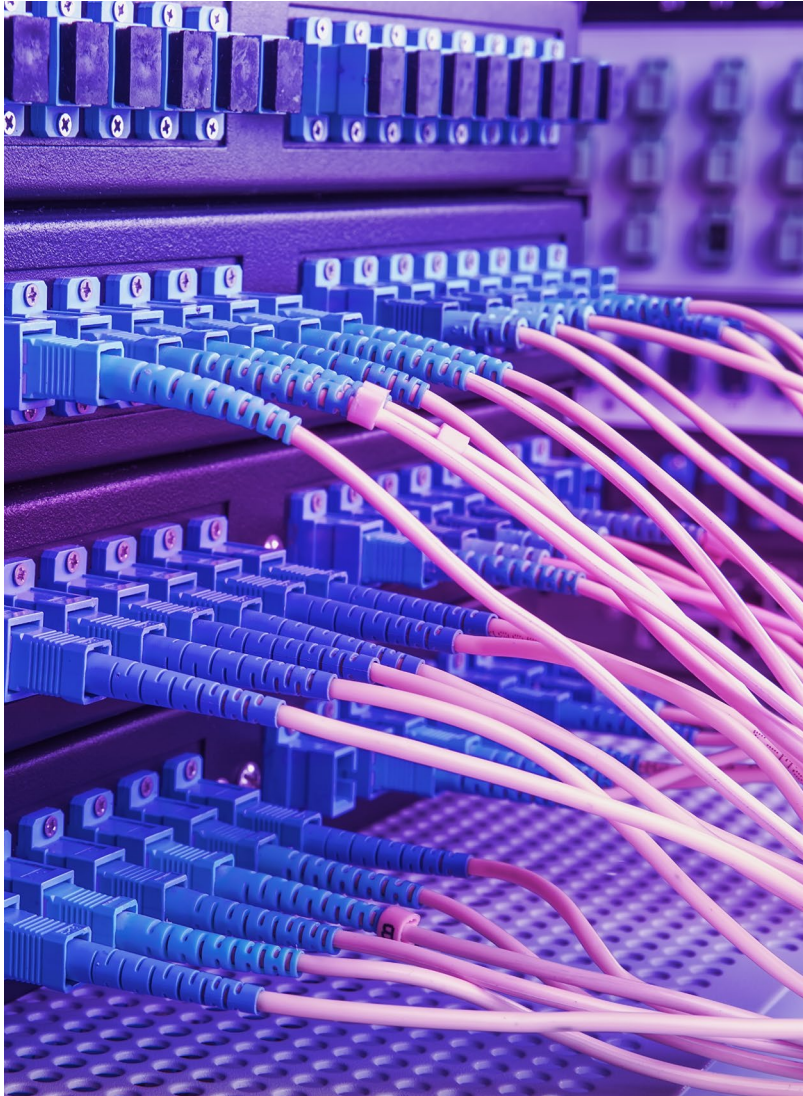
### Overview

As cities continue to grow, including those within the EMRB, Waste management has become increasingly important to ensure these cities remain sustainable and can meet the needs of their residents.

The rationale for including this initiative in the SISB Model:

- Waste management and commercial structures were known to the EMRB
- It is an asset which many of the EMRB members had already made significant investments in and were looking to expand their existing asset base through shared investment type model.
- The private / public partnership features of operating a waste management facility were understood and complemented the SISB Model framework.

# SISB Model | Test Case 1 – Broadband Connectivity Infrastructure (Objectives)



EMRB recently commissioned an economic impact analysis to understand the relationship between enabling increased connectivity throughout the region and the overall policy goals of EMRB member jurisdictions.




The study found that investing in broadband connectivity can achieve a number of significant economic and social objectives. These objectives, outlined by the economic impact analysis, include:

- **Community** – improving the sharing of information within the local community
- **Emergency Response/Preparedness** – enabling public service groups and first responders to communicate faster and be more prepared for emergency situations
- **Education and Skills** – improving education and skills through distance learning and access to online information
- **Environment and Climate** – improving environmental sustainability by reducing the need to travel/commute
- **Equality and Inclusion** – connecting isolated individuals and communities
- **Finance** – enabling access to both buyers and vendors on online marketplaces for goods and services, allowing individuals to save or make money via markets that might otherwise be inaccessible
- **Healthcare** – reducing the cost of providing health and social care services and improving outcomes through remote diagnosis
- **Well-being** – playing a general role in improving individuals' quality of life and social well-being by facilitating social interactions with friends, family and others

The report also identifies up to approximately a **\$1 billion increase to regional GDP** per year (a 1% increase) from this investment.




# SISB Model | Test Case 1 Modelling Assumptions (cont'd)

## Broadband Connectivity Infrastructure

Key Assumptions	 Value	 Cell reference	
<b>Timing Assumptions</b>			
<b>Construction Start Date</b>	January 1, 2021	J13	
<b>Construction End Date</b>	December 31, 2021	(This cell will update automatically J17)	
<b>Operations Start</b>	January 1, 2022	(This cell will update automatically (J19)	
<b>Operations Period</b>	20	J23	
<b>Construction Costs</b>			
Investment Location	Not applicable for this initiative	Not applicable for this initiative	
2020 Assessed Land Value	Not applicable for this initiative	Not applicable for this initiative	
Hard v Soft Costs	Hard 95% / Soft 5%	Update Cells J38/39	




# SISB Model | Test Case 1 Modelling Assumptions (cont'd)

## Broadband Connectivity Infrastructure

Key Assumptions	 Value	 Cell reference	
<b>Capital Costs Continued</b>			
Capital Cost 1	\$104,000,000	J42	
Capital Cost 2	-	J43	
Capital Cost 3	-	J44	
Capital Cost 4	-	J45	
Capital Cost 5	-	J46	
Capital Cost 6	-	J47	
Capital Cost 7	-	J48	
Capital Cost 8	-	J49	
Capital Cost 9	-	J50	
Capital Cost 10	-	J51	
Capital Cost 11	-	J52	
Capital Cost 12	-	J53	
Total Hard Costs	\$98,800,000	J54	
Total Soft Costs	\$5,200,000	J55	

# SISB Model | Test Case 1 Modelling Assumptions (cont'd)

## Broadband Connectivity Infrastructure

Key Assumptions	 Value	 Cell reference	
<b>EMRB Partner Funding</b>			
Applicable (Yes / No)	Yes	J62	
EMRB Funding %	80%	J63	
External Funding %	20%	J64	
<b>Funding Allocation</b>			
Custom Funding Allocation	No	Selection will depend on initiative (J66)	
Applied Usage Metric	Not in use	J68	
Population Weighting	50%	J69	
Assessment of Taxable Property Weighting	50%	J70	
Usage Metric Weighting	50%	J71	

# SISB Model | Test Case 1 Modelling Assumptions (cont'd)




## Broadband Connectivity Infrastructure

Key Assumptions	Value	Cell reference
<b>EMRB Funding*</b>		
City of Beaumont	0.97%	J76
City of Spruce Grove	1.95%	J77
Town of Devon	0.33%	J78
Town of Stony Plain	0.92%	J79
City of Fort Saskatchewan	1.68%	J80
Strathcona County	7.95%	J81
City of Leduc	1.82%	J82
Sturgeon County	1.70%	J83
Leduc County	1.65%	J84
Town of Morinville	0.50%	J85
Parkland County	2.55%	J86
City of St. Albert	3.86%	J87
<b>External Funding*</b>		
Federal Government	0.00%	J93
Provincial Government	0.00%	J94
EMRB Reinvestment Pool	0.00%	J95
Private Sector	20.00%	J96

\*EMRB Funding percentages will depend on the weighting metric adopted on the previous slide

# SISB Model | Test Case 1 Modelling Assumptions (cont'd)

## Broadband Connectivity Infrastructure

Key Assumptions	 Value	 Cell reference	
<b>Revenue</b>			
Annual Escalation	2%	J113	
<b>Lease Revenue</b>			
Applicable (Yes/No)	Not Applicable	J99	
Size of Facility	Not Applicable	J118	
Year Rent psf	Not Applicable	J119	
Annual Escalation	2%	J120 (Automatically updates from J113)	
<b>Municipal Property Taxes</b>			
Applicable (Yes/No)	No	J123	
Base Year Property Value	Not Applicable	J124	
Mill Rates (Property Tax Rates)	Not Applicable	J125	
Annual Property Value Uplift	Not Applicable	J126	
<b>Installation Fee</b>			
Applicable (Yes / No)	65,960	J129	
Applicable Household Base	100	J130	
Total Annual Revenue per User	20.00%	J131	
Year 1 New Users	3.00%	J132	
Year 2 New Users	2.00%	J133	
Year 3 New Users	-	J134	
Additional Yearly New Users	-	J135	

# SISB Model | Test Case 1 Modelling Assumptions (cont'd)

## Broadband Connectivity Infrastructure

Key Assumptions	Value	Cell reference
<b>Revenue</b>		
<b>Usage Fee</b>		
Applicable (Yes / No)	Yes	J139
Applicable Household Base	65,960	J140
Total Annual Revenue per User	720	J141
Year 1 Total Users	20.00%	J142
Year 2 Total Users	23.00%	J143
Year 3 Total Users	25.00%	J144
Stabilized Total Users	25.00%	J145
<b>Operating Costs</b>		
<b>Annual Escalation</b>	2%	J162
<b>Operating Costs</b>		
Applicable On (Yes / No)	Yes	J165
Applicable Household Base	65,960	J166
Total Operating Costs	150	J167
Annual Escalation	2.00%	J168



# SISB Model | Test Case 1 Modelling Assumptions (cont'd)

## Broadband Connectivity Infrastructure

Key Assumptions	Value	Cell reference
<b>EMRB Benefit Sharing</b>		
Pooling Scenario On (Yes / No)	Yes	Turn on the drop-down function – J197
Host Jurisdiction	Not Applicable	Select the host jurisdiction from the dropdown menu – J198
Total EMRB Benefit Share	25.00%	J200
Total External Partner Share	75.00%	J201
Host Jurisdiction Allocation	0.00%	J202
EMRB Reinvestment Pool Allocation	10.00%	J203
EMRB Pool Available for Distribution %	15.00%	J204
<b>Benefit Allocation</b>		
Custom Benefit Allocation? (Yes / No)	No	J206
Applied Usage Metric	Not In Use	J208
Population Weighting	50.00%	J209
Assessment of Taxable Property Weighting	50.00%	J210
Usage Metric Weighting	0.00%	J211

# SISB Model | Test Case 1 Modelling Assumptions (cont'd)

## Broadband Connectivity Infrastructure

Key Assumptions	Value	Cell reference	
<b>EMRB Funding*</b>			
City of Beaumont	0.18%	J215	
City of Spruce Grove	0.37%	J216	
Town of Devon	0.06%	J217	
Town of Stony Plain	0.17%	J218	
City of Fort Saskatchewan	0.31%	J219	
Strathcona County	1.49%	J220	
City of Leduc	0.34%	J221	
Sturgeon County	0.32%	J222	
Leduc County	0.31%	J223	
Town of Morinville	0.09%	J224	
Parkland County	0.48%	J225	
City of St. Albert	0.72%	J226	
<b>External Funding*</b>			
EMRB Pool External Partner Benefit Allocation? (Yes / No)	No	J229	
Federal Government	0.00%	J231	
Provincial Government	0.00%	J232	
Private Sector	20.00%	J233	

## Test Case 2 – Regional Waste Management Facility (Objectives)



Waste can include garbage, recycling, organics (compost), yard waste, oversized and metal items, household hazardous waste, and electronic waste.

According to the **EMRB Growth Plan**, it is anticipated that the broader Edmonton Metropolitan Region will be home to 2.2 million people, as well as 1.2 million jobs. The provision of adequate waste management facilities will play a direct role in the advancement of at least 3 of the Growth Plan's 6 objectives:




- **Economic Competitiveness & Employment** – A new waste management facility would both directly and indirectly create additional employment opportunities for people in the region.
- **Communities & Housing** – The availability of waste management services is an integral part of accommodating steady population and housing growth across the region.
- **Integration of Land Use & Infrastructure** – Increased waste management capacity through updated and more efficient regionally coordinated facilities is an essential component for preventing infrastructure related growth constraints.

Overall, growing populations demand essential services and utilities, such as a waste management facilities, to grow proportionately, prevent quality of life constraints, facilitate increased community and housing development, contribute to regional employment and competitiveness, as well as spur further infrastructure integration between member municipalities.

In order to accommodate the projections and goals of the EMRB growth plan, a regional waste management facility would be a considerable candidate for investment.




# SISB Model | Test Case 2 Modelling Assumptions

## Regional Waste Management Facility

Key Assumptions	 Value	 Cell reference	
<b>Timing Assumptions</b>			
<b>Construction Start Date</b>	January 1, 2021	K13	
<b>Construction End Date</b>	December 31, 2021	(This cell will update automatically K17)	
<b>Operations Start</b>	January 1, 2022	(This cell will update automatically (K19)	
<b>Operations Period</b>	20	K23	
<b>Construction Costs</b>			
Investment Location	City of Edmonton	K34	
2020 Assessed Land Value	\$10,000,0000	K35	
Hard v Soft Costs	Hard 95% / Soft 5%	Update K39 and K39	




# SISB Model | Test Case 2 Modelling Assumptions

## Regional Waste Management Facility

Key Assumptions	 Value	 Cell reference	
<b>Capital Costs Continued</b>			
Capital Cost 1	\$95,000,000	K42	
Capital Cost 2	-	K43	
Capital Cost 3	-	K44	
Capital Cost 4	-	K45	
Capital Cost 5	-	K46	
Capital Cost 6	-	K47	
Capital Cost 7	-	K48	
Capital Cost 8	-	K49	
Capital Cost 9	-	K50	
Capital Cost 10	-	K51	
Capital Cost 11	-	K52	
Capital Cost 12	-	K53	
Total Hard Costs	\$89,300,000	K54	
Total Soft Costs	\$4,700,000	K55	

# SISB Model | Test Case 2 Modelling Assumptions

## Regional Waste Management Facility

Key Assumptions	 Value	 Cell reference	
<b>EMRB Partner Funding</b>			
Applicable (Yes / No)	Yes	K62	
EMRB Funding %	50%	K63	
External Funding %	50%	K64	
<b>Funding Allocation</b>			
Custom Funding Allocation	No	Selection will depend on initiative (K66)	
Applied Usage Metric	Not in use	K68	
Population Weighting	50%	K69	
Assessment of Taxable Property Weighting	50%	K70	
Usage Metric Weighting	50%	K71	

# SISB Model | Test Case 2 Modelling Assumptions

## Regional Waste Management Facility

Key Assumptions	Value	Cell reference	
<b>EMRB Funding*</b>			
City of Beaumont	0.61%	K76	
City of Spruce Grove	1.22%	K77	
Town of Devon	0.21%	K78	
Town of Stony Plain	0.58%	K79	
City of Fort Saskatchewan	1.05%	K80	
Strathcona County	4.97%	K81	
City of Leduc	1.14%	K82	
Sturgeon County	1.06%	K83	
Leduc County	1.03%	K84	
Town of Morinville	0.31%	K85	
Parkland County	1.59%	K86	
City of St. Albert	2.41%	K87	
<b>External Funding*</b>			
Federal Government	0.00%	K93	
Provincial Government	0.00%	K94	
EMRB Reinvestment Pool	0.00%	K95	
Private Sector	50.00%	K96	

\*EMRB Funding percentages will depend on the weighting metric adopted on the previous slide

# SISB Model | Test Case 2 Modelling Assumptions




## Regional Waste Management Facility

<b>Key Assumptions</b>	<b>Value</b>	<b>Cell reference</b>
<b>Revenue</b>		
Annual Escalation	2%	K113
<b>Lease Revenue</b>		
Applicable (Yes/No)	Yes	K99
Size of Facility	277,667	K118
Year Rent psf	12.36	K119
Annual Escalation	2.00%	K120 (Automatically updates from K113)
<b>Municipal Property Taxes</b>		
Applicable (Yes/No)	No	K123
Base Year Property Value	Not Applicable	K124
Mill Rates (Property Tax Rates)	Not Applicable	K125
Annual Property Value Uplift	Not Applicable	K126
<b>Operating Costs</b>		
<b>Administrative / Management Costs</b>		
Applicable On (Yes / No)	Yes	K176
Total Operating Cost	3,200,000	K177
Annual Escalation	2.00%	K178



# SISB Model | Test Case 2 Modelling Assumptions

## Regional Waste Management Facility

Key Assumptions	 Value	 Cell reference	
<b>EMRB Benefit Sharing</b>			
Pooling Scenario On (Yes / No)	Yes	Turn on the drop-down function – K198	
Host Jurisdiction	City of Edmonton	Automatically updates – K199	
Total EMRB Benefit Share	100.00%	K200	
Total External Partner Share	0.00%	K201	
Host Jurisdiction Allocation	15.00%	K202	
EMRB Reinvestment Pool Allocation	10.00%	K203	
EMRB Pool Available for Distribution %	75.00%	K204	
<b>Benefit Allocation</b>			
Custom Benefit Allocation? (Yes / No)	No	K206	
Applied Usage Metric	Not In Use	K208	
Population Weighting	50.00%	K209	
Assessment of Taxable Property Weighting	50.00%	K210	
Usage Metric Weighting	0.00%	K211	

# SISB Model | Test Case 2 Modelling Assumptions

## Regional Waste Management Facility

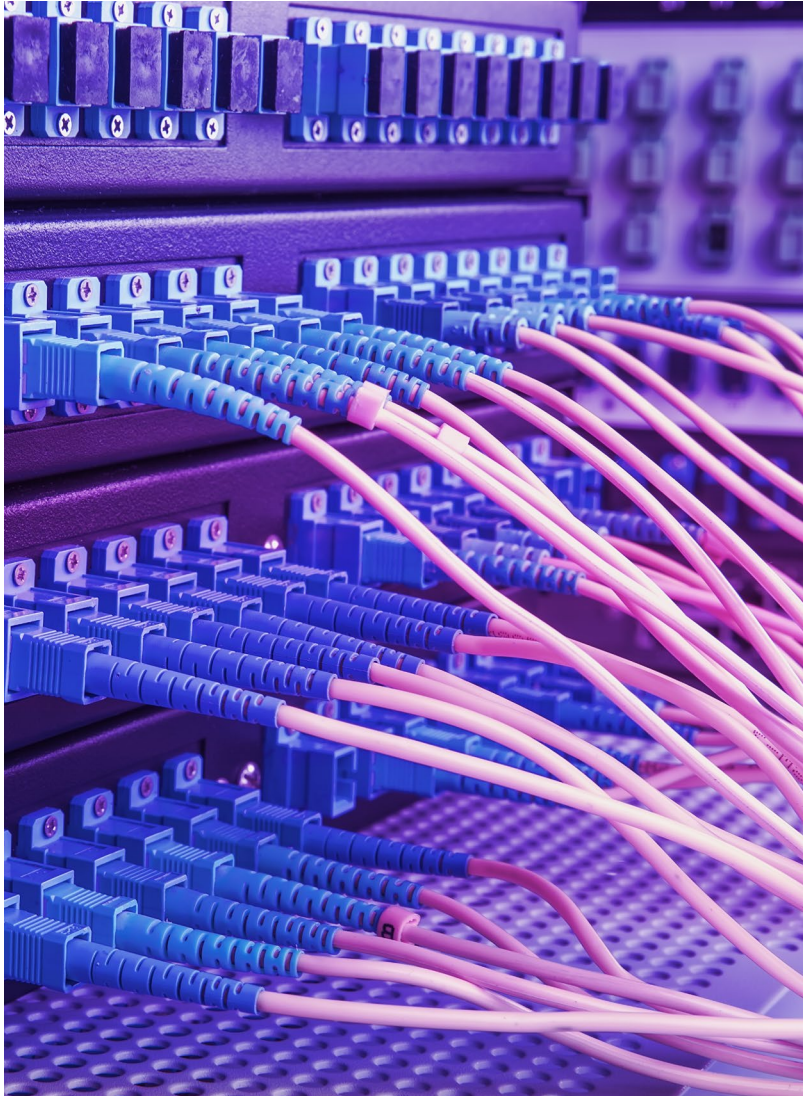
Key Assumptions	Value	Cell reference	
<b>EMRB Funding*</b>			
City of Beaumont	0.91%	K215	
City of Spruce Grove	1.83%	K216	
Town of Devon	0.31%	K217	
Town of Stony Plain	0.87%	K218	
City of Fort Saskatchewan	1.57%	K219	
Strathcona County	7.46%	K220	
City of Leduc	1.70%	K221	
Sturgeon County	1.59%	K222	
Leduc County	1.54%	K223	
Town of Morinville	0.47%	K224	
Parkland County	2.39%	K225	
City of St. Albert	3.62%	K226	
<b>External Funding*</b>			
EMRB Pool External Partner Benefit Allocation? (Yes / No)	No	K229	
Federal Government	0.00%	K231	
Provincial Government	0.00%	K232	
Private Sector	0.00%	K234	



# **Additional Details from Model Testing**

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# SISB Model | Test Case 1 – Broadband Connectivity Infrastructure



## Capital Cost:

- **\$104M in capital costs** to build (based on a \$1,577/household cost established in a comparable case study as well as data for the areas requiring connectivity in the economic impact assessment).

## Timeline:

- 20-year investment horizon (1 year construction period, followed by a 19-year operating period)

## Investment Ratios:

- EMRB Partner contributions make up **80% of the total investment** and are based on the population data for each EMRB Partner as well as the 2020 taxable property value assessment, weighted equally at 50% each.
- A private network operator will contribute the other 20% of the total investment.

## Usage Assumptions:

- A 25% overall take-up will be assumed across the 4 priority regions, identified in the economic impact assessment as: Parkland County, Leduc County, Sturgeon County, and Strathcona County.
- In the model the take-up rate (based on a comparable case study) will be phased in over 3 years.

## Revenue:

- Based on a case study provided in the economic impact assessment, usage fees will include a \$100 one-time set up fee followed by a \$60 monthly access fee. At the phased-in 25% assumed take-up rate, this will generate approximately **\$12M** per year (grown at 2% annually). 75% of the annual profit will be distributed to the private network operator.

## Operating Costs:

- Based on information provided in a comparable test case, operating costs for the network are assumed to be \$150 per household, or approximately **\$10M** per year (grown at 2% annually) based on the capacity required for full participation in the priority regions.

## Investment Pool:

- 10% of the total distribution amount due to the EMRB will be placed in the reinvestment pool to fund future investments. Revenues will flow through the pool first before distribution.

## Other Notes:

- There is no additional 'host jurisdiction' compensation in this Test Case (as the infrastructure is across the region).

# Test Case 2 – Regional Waste Management Facility (Parameters/Assumptions)



## Cost:

- **\$157.7M in capital costs** to build a new ~465,000 sf facility capable of providing capacity for ~223k additional tonnes of waste per year (estimates derived from publicly available data on suitable proxy facilities, expected population growth, and waste output).

## Timeline:

- 20-year investment horizon (1 year construction period, followed by a 19-year operating period)

## Investment Ratios:

- EMRB Partner contributions make up **50% of the total investment** and are based on the population data for each EMRB Partner as well as the 2020 taxable property value assessment, weighted equally at 50% each.
- A private partner contributes the other 50%

## Location:

- Location can vary from scenario to scenario based on EMRB preferences.

## Revenue:

- The facility is operated entirely by the private partner who pays a lease fee to the EMRB at an assumed rate of ~\$1 psf (derived from market reports on industrial property rent rates, at an assumed discount). This would result in a **total yearly lease fee for the EMRB of ~\$5.7M** (grown at 2%). The private partner will receive all other revenues associated with the operation of the facility (e.g. waste fees).

## Operating Costs:

- The EMRB will retain responsibility for environmental, legal, administrative, or property management fees. These are assumed to be 3% of the overall capital cost for a **yearly operating expense of ~\$4.7M**.

## Investment Pool:

- 10% of the total distribution due to the EMRB will be placed in the investment pool to fund future investments.

## Other Notes:

- An additional 15% distribution has been included in this Test Case to compensate the host municipality



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