2024 CPAA CONFERENCE: Beyond Municipal Borders: Collaborating for Vibrant Communities

INTERMUNICIPAL SUCCESS STORIES: Examples and Best Practices



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Presented By:





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- A. Case Studies
- **B.** Intermunicipal Development Plans
- C. Other Opportunities and Takeaways
- D. Exercise
- E. Questions/Comments



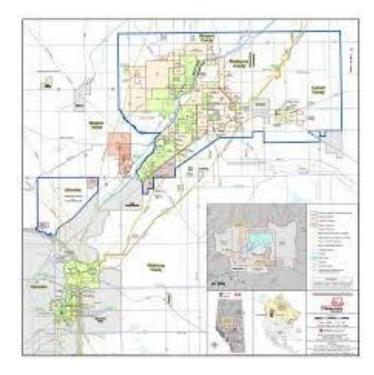
A. Case Studies

- 1. Alberta's Industrial Heartland Association
- 2. Beaver Hills Initiative and Society
- 3. Aquatera Utilities Inc. & New Water Ltd.
- 4. Fulton Creek Stormwater Analysis



CASE STUDIES

Alberta's Industrial Heartland



- Over \$45 billion invested
- 30,000+ direct/indirect jobs
- 2 refineries with carbon capture



Alberta's Industrial Heartland









Consistent approach: districting

Consistent approach: buffering

Identifies: growth areas

Discourages: residential use



Alberta's Industrial Heartland

Intermunicipal communication and collaboration

Policy document with autonomy

Promotes collaboration

Enhances eco-industrial principles



Alberta's Industrial Heartland: Not-For-Profit Society



Employs Staff

Communications: Municipality, key stakeholders

Tours and Site Selection





Heartland Trust

Hosts Conventions, Trade Delegations

Organizes Trade Delegations





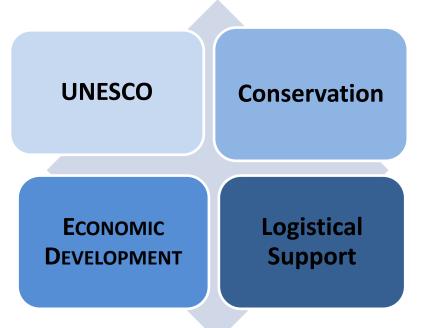






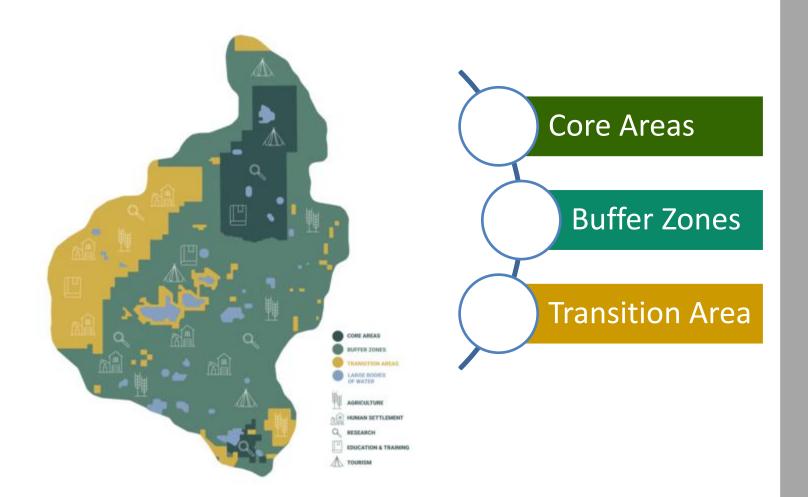
Case Studies

Beaver Hills Initiative and Society





Beaver Hills Initiative and Society



S C C Studies

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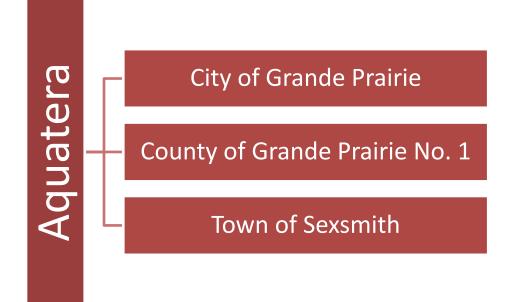
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Aquatera Utilities Inc. & New Water Ltd.

Control over Servicing Enhances Development

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Aquatera Utilities Inc.



S C C Studies



New Water Ltd.



Northern Sunrise County: 62%

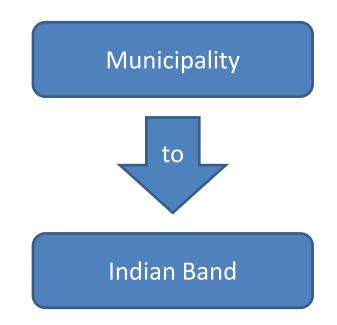
Woodland Cree Nation: 25%

Village of Nampa: 13%





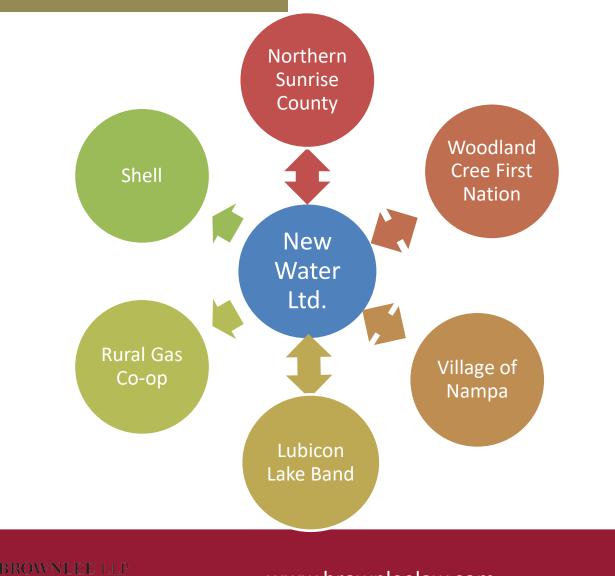
Historical Service Model:





New Water Ltd.

New Water Ltd. Service Model:



a S C C Studies

Aquatera Utilities Inc. & New Water Ltd.

Governance Models

	Municipally Controlled Corp.	Regional Services Commission	Part 9 Company	Society	Federal Non- Profit Corp.	Co-Operative
Governing Legislation	Business Corporations Act	Municipal Government Act	Companies Act	Societies Act	Canada Not-for-profit Corporations Act	Cooperatives Act
Can a Commission be a member?	Yes	No	Yes	Yes	Yes	Yes
Can profits of entity be paid to Members?	Yes	Only with Minister's consent	No	No	No	Yes
Ease of changing governing corporate documents	Easy	Municipal Affairs consent necessary	Court order necessary	Easy	Easy	Easy
Issuance of shares?	Yes	No	Yes	No	No	Yes
How do Members financially contribute to entity?	Through rates and in unanimous shareholder agreement ("USA")	Through setting of rates for services	Through rates/dues and membership agreement	Through rates/dues and membership agreement	Through rates/dues and membership agreement	Through rates/dues and membership agreement
Will Members also pay for services provided?	Yes, if it is set it up as such	Yes, if it is set it up as such	Yes, if it is set it up as such	Yes, if it is set it up as such	Yes, if it is set it up as such	Yes, if it is set it up as such
Are capital contributions mandatory?	Only if agreed upon	Only if agreed upon	Only if agreed	Only if agreed	Only if agreed	Only if agreed
Can other binding obligations be imposed upon members?	Through: 1. USA and 2. service agreements	Through service agreements	Through: 1. membership agreement and 2. service agreements	Through: 1. membership agreement and 2. service agreements	Through: 1. membership agreement and 2. service agreements	Through: 1. membership agreement and 2. service agreements
Can there be disproportionate share/membership interest?	Yes	No	Yes	Yes	No	No
Any unusual restrictions on who can be directors?	No	Only elected officials	No	No	No	No
Municipal Affairs consent necessary to create?	No, as of July 1, 2018	Yes	No	No	No	No

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Case Studies

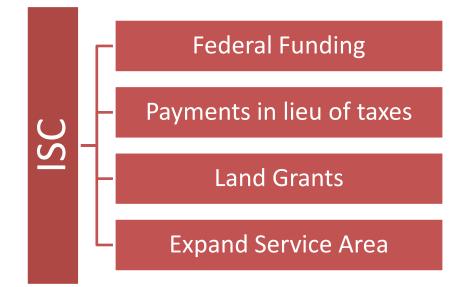
Why New Corporate Entity?

Other Reasons





Why Municipal/Indigenous Entity?









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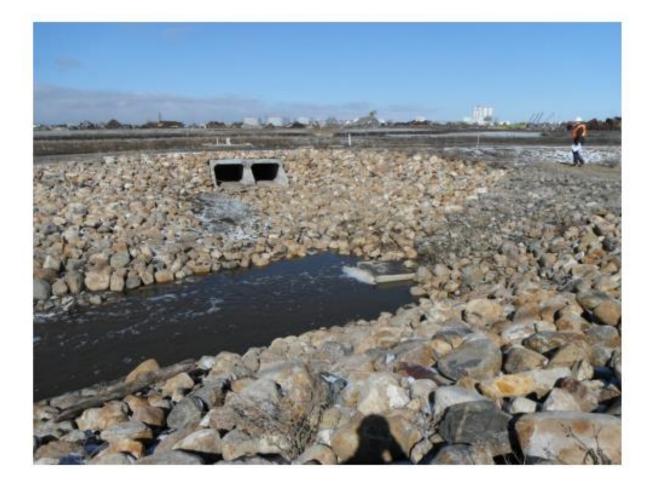
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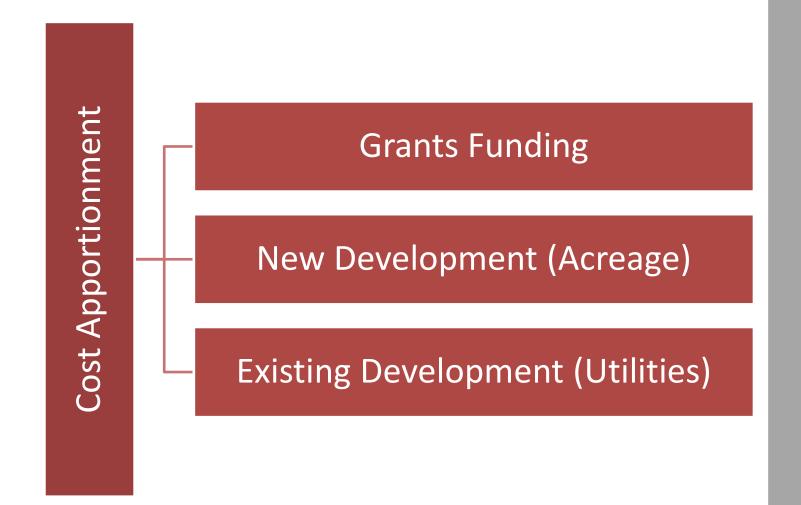












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Intermunicipal Development Plans: Some Best Practices

IDP





Intermunicipal Development Plans: Some Best Practices

intermunicipal Development plan



2 or more councils of municipalities <u>with common</u> <u>boundaries</u> that <u>are not members</u> <u>of a growth region</u> **must** adopt an IDP to include those areas of land lying within the boundaries of the municipalities as they consider necessary <u>by April 1,</u> <u>2021.</u>

Exemptions:

- Neighbours who share a boundary <u>and</u> are members of a Growth Region
- Municipalities that agree they do not require an IDP
- Minister grants exemption



Intermunicipal Development Plans: Some Best Practices

IDP Checklist

Proactive Municipal Planning:

• Even when exempted (eg. growth region)

• Informs regional planning





for intermunicipal development plans



joint planning committee

Qualifications for membership?

attitude

compromise leadership

able to communicate recommendations



Joint Planning Committee Checklist

for intermunicipal development plans

get it done!

serve as a referral body once implemented

regular meetings to review effectiveness and consider improvements to IDP















for intermunicipal development plans









and consistency

consistent use of terminology in various documents





Annexation



for intermunicipal development plans

Annexation Agreement



annexation

Target lands for, and

FEED FEED MART

Protect lands from ۲



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for intermunicipal development plans



cost sharing

for infrastructure, maintenance, boundary roads



Time Lines

checklist

for intermunicipal development plans



provide specific time lines



the TERM of the IDP should be addressed

REGULAR MEETINGS OF THE PLANNING COMMITTEE?

WHEN WILL THE DOCUMENT BE REVIEWED?





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for intermunicipal development plans





legal

when preparing an IDP, legal advice should be sought <u>early</u> in the process







Key Considerations



Intermunicipal SDABs



ther Opportunities and lakeaway:

Goals for Intermunicipal Planning



orderly development; decrease in incompatible development

cost efficient infrastructure

certainty of land use for municipalities and developers enhance smooth processing of applications



Means for Intermunicipal Planning



ATTITUDE, attitude, attitude THINK forwards, not backwards HAVE a VISION BE a VISIONARY NO Rural v Urban Use

Other Opportunities and Takeaways



Intermunicipal Planning Exercise





Questions? Comments?



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