



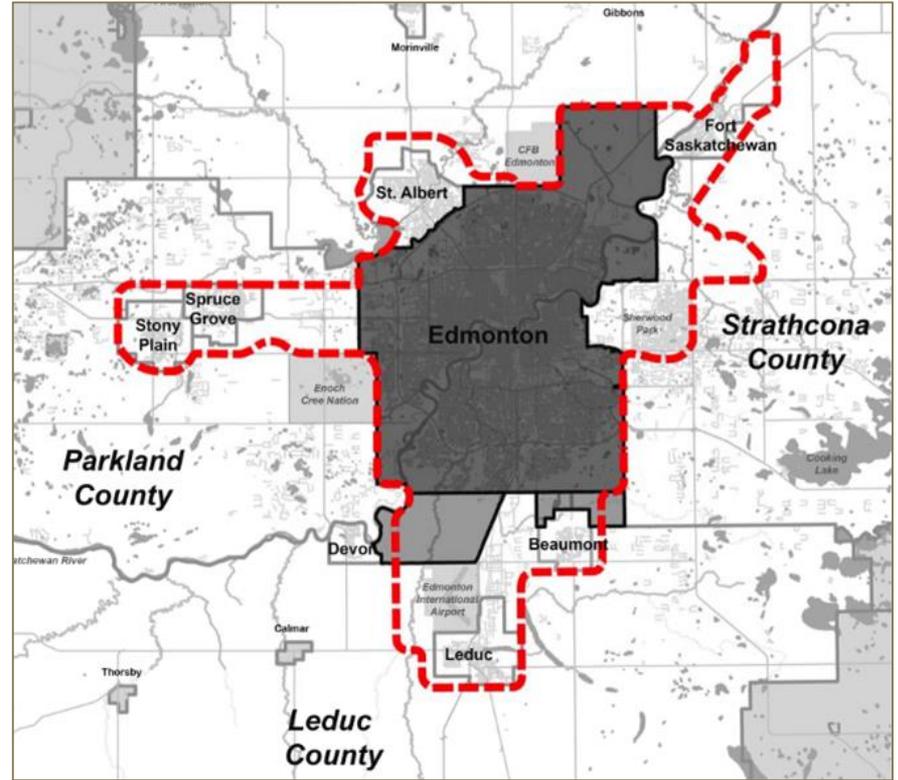
Annexation: Setting the Table Instead of Flipping It

Grant Bain - Director, Planning & Development,
Leduc County

Lindsey Butterfield - Director, Urban Growth &
Open Space Strategy, City of Edmonton



Context: Edmonton, AB



Influential Policy Discussions on Growth:
Edmonton Metropolitan Region Growth Plan; Metro Mayors Alliance; Big City Charter

Very Rapid Growth

City of Edmonton Population:

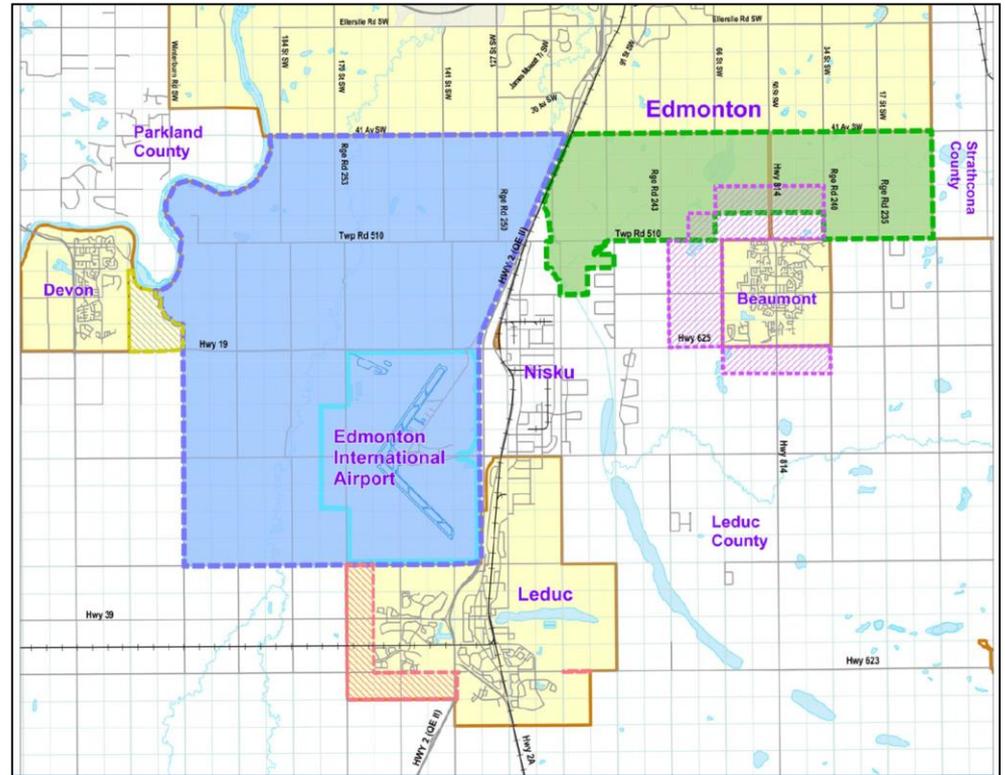
932,546 in 2016

- ~300,000 new residents since 1996

Alberta's population trending to more urban; high in-migration 1996-2016

Annexation used 66 times in that period to expand municipal boundaries for growth

Many smaller urban municipalities with growth rates of double digits!



Legislated Process



- Municipal Government Act
- 15 principles of Annexation
- Municipal Government Board
 - Quasi-Judicial Process

Sets annexation up as a process to decide who should control what resources

Fundamentally positional!

Puts onus on annexing municipality to “prove” a need for land

No value on broader context or potential benefits

Change the Narrative!

What annexation is about:

- Jurisdiction and Turf
- The “right to grow”

Negotiations planned for:

- Growth requirements (supply/demand)
- Compensation and Fiscal Impacts
- Landowner impacts and County impacts
- Property Tax
- Planning and Development
- Infrastructure
- Edmonton International Airport
- Etc....

What annexation **should** be about:

- Regional prosperity
- Growing together
- Making “the pie” bigger



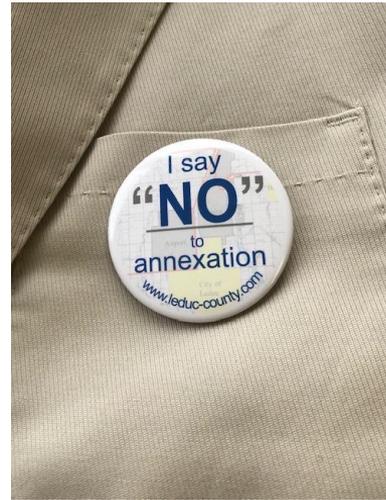
Evolving Mindset

Structured negotiations began late summer, 2014.
The County and City had to adopt different attitudes:

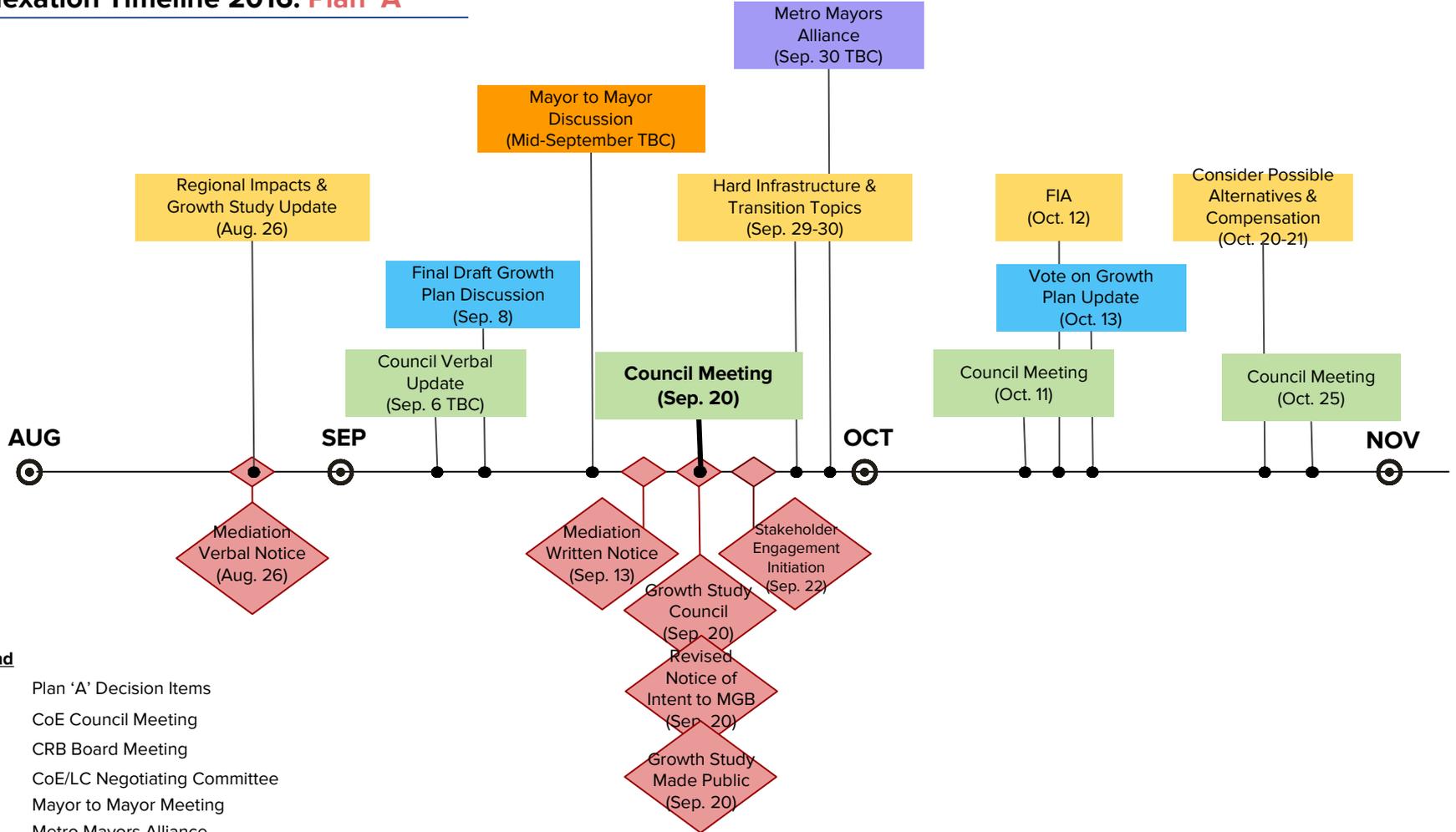
- Attack! Defend!
- Question and argue and nitpick

Pause for exhaustion, frustration...

- **Find solutions - listen, learn and understand each other's perspectives**
- Seal the deal



Annexation Timeline 2016: Plan 'A'



Terms of Agreement

Achieved detailed understanding of transition for:

- Club root
- Gun control
- Landfill use

Plus the usual important topics:

- Fire and police response
- Road maintenance
- Property tax changes
- Property development rights



Where We Landed

After 32 Negotiation Sessions...

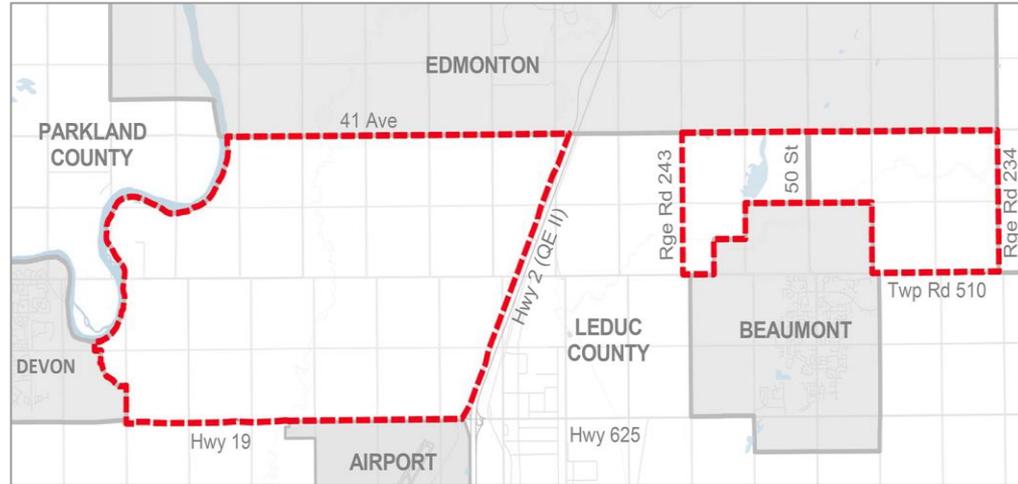
8,267 hectares of land annexed

Lands removed:

- Edmonton International Airport***
- Land west of airport
- Existing industrial area North Nisku

Municipal Government Board Hearing:
June 12/13, 2018

Effective date: January 1, 2019



The Airport Accord



The “Inter-Jurisdiction Cooperation Accord” was signed on June 30, 2017 - the same date as the annexation agreement

Vision:

“The aim of this Accord is to set out the principles, broad guidance and terms of reference for a four-party approach to creating the conditions that will allow the Edmonton International Airport to achieve its potential as a key economic driver and contributor to the Edmonton Metropolitan Region's sustainability and success.”

New Partnerships

Treatment of the airport was a key factor in agreement on annexation; the airport is critically important as a **regional asset**.

Partners include: City of Edmonton, Leduc County, City of Leduc and Edmonton International Airport



Accord Current State

Consensus Based Decision Making

- Oversight Committee
- Working Group
- Subject Matter Working Groups

Economic Development Framework - Complete!

Land Use, Servicing and Transportation Framework -
August 1, 2019 completion

Shared Investment for Shared Benefit Framework

- A method of pooling and directing municipal tax revenues to projects of regional significance
- Based on “gross” revenues from new non-residential development in a defined area
- The model is under development - to be scalable to apply to a larger area in the future



Accord Future State

The desired end state for the Airport Accord partnership has all parties:

- With strong relationships
- Leveraging each other's strengths
- Seeking investment together
- Finding solutions to growth issues that are complementary
- Following a common development vision for the Accord area

Phase 1 of the partnership ends in 2019
Phase 2 is under development!



Lessons Learned

- Establish a schedule with expectations; talk to each other, even when your paths are diverging
- Accept that the two parties are different - seek to understand each other; be as honest as you can!
- Involve the right people in the process at the right time
- Focus on the relationship and building trust
- Know when to involve the lawyers (more importantly, when not to involve the lawyers)
- Avoid maps unless absolutely necessary



Thank You

Grant Bain - Leduc County
grant@leduc-county.com

Lindsey Butterfield - City of Edmonton
lindsey.butterfield@edmonton.ca

