Entrepreneurial Local Governments in Canada: Innovating for Rural Resilience

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CONTENTS

Acknowledgements

Availability of Reports

Copies of the report may be accessed through:

Greg Halseth, Canada Research Chair in Rural and Small Town Studies, University of Northern British Columbia: http://www.unbc.ca/greg-halseth/canada-research-chair-in-rural-and-small-town-studies.

Sean Markey, Professor, Resource and Environmental Management, Simon Fraser University: https://www.sfu.ca/rem/people/profiles/markey.html.

Lars Hallstrom, Director, Prentice Institute, University of Lethbridge: https://www.ulethbridge.ca/prenticeinstitute.

Ryan Gibson, Libro Professor of Regional Economic Development, University of Guelph: http://ryangibson.org.

Kelly Vodden, Professor (Research), Environmental Policy Institute and Associate Vice-President Research and Graduate Studies, Grenfell Campus, Memorial University: http://ruralresilience.ca.

Project Reports

- Impacts of Municipal Reform on Small Municipalities Across Canada: Phase 1 Final Report
- Entrepreneurial Local Governments in Canada: Innovating for Rural Resilience: Phase 1 Final Report
- Entrepreneurial Local Governments in Canada: Innovating for Rural Resilience – Phase 1 Case Study Report

Contact Information

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Entrepreneurial Local Governments in Canada: Innovating for Rural Resilience

PHASE 1: CASE STUDY REPORT

RURAL RESTRUCTURING TO RURAL RENEWAL

Local government reform has accelerated since the early 1980s, with municipalities learning to adjust to changes in local government responsibilities for economic development, community development, broadband infrastructure, physical infrastructure, housing, protection services (i.e. police, ambulance, fire, and wildfires), and Indigenous consultation. However, local governments struggle with outdated financial and jurisdictional structures even as senior governments ask them to become more creative, innovative, and 'entrepreneurial' for a broader range of responsibilities and approach to operations (Grant and Dollery 2010; Tennberg et al. 2014). Traditionally, municipal roles and responsibilities are largely limited to 'managing services to property' by focusing investments and management resources on physical infrastructure, local service provision, development approvals, and planning (Coiacetto and Baker 2005; Douglas 2005; Drew et al. 2017). The future resilience of small local governments and their communities may depend upon entrepreneurial, innovative, or creative strategies in order to support independence, resilience, and new pathways (Dannestam 2008; Skelcher 2017). These entrepreneurial strategies require a broader, inclusive approach in which local governments may pursue joint ventures, partnerships, and social enterprises; leverage policies, planning tools, resources, and other assets to support investments in community and economic development; and other forms of risk-taking initiatives to support growth and development (Battilana et al. 2009; Herbert-Cheshire 2000; Leyden and Link 2015; Dowall 1990).

Building upon the experiences in British Columbia, Alberta, Ontario, and Newfoundland and Labrador, this project explores how local government reforms are unfolding in rural and small town communities across Canada, as well as how local governments are responding to these changes through innovative or entrepreneurial approaches to community and economic development. In 2020 and 2021, key informant interviews were conducted with elected officials, CAOs, economic development officers, and planners with local governments across British Columbia, Alberta, Ontario, and Newfoundland and Labrador. There were a total of 62 participants in 33 communities. In the remainder of this compendium report, the appendices assemble a summary of key entrepreneurial initiatives identified by each of the case studies. These one-page summaries capture more nuanced insights into these entrepreneurial strategies.
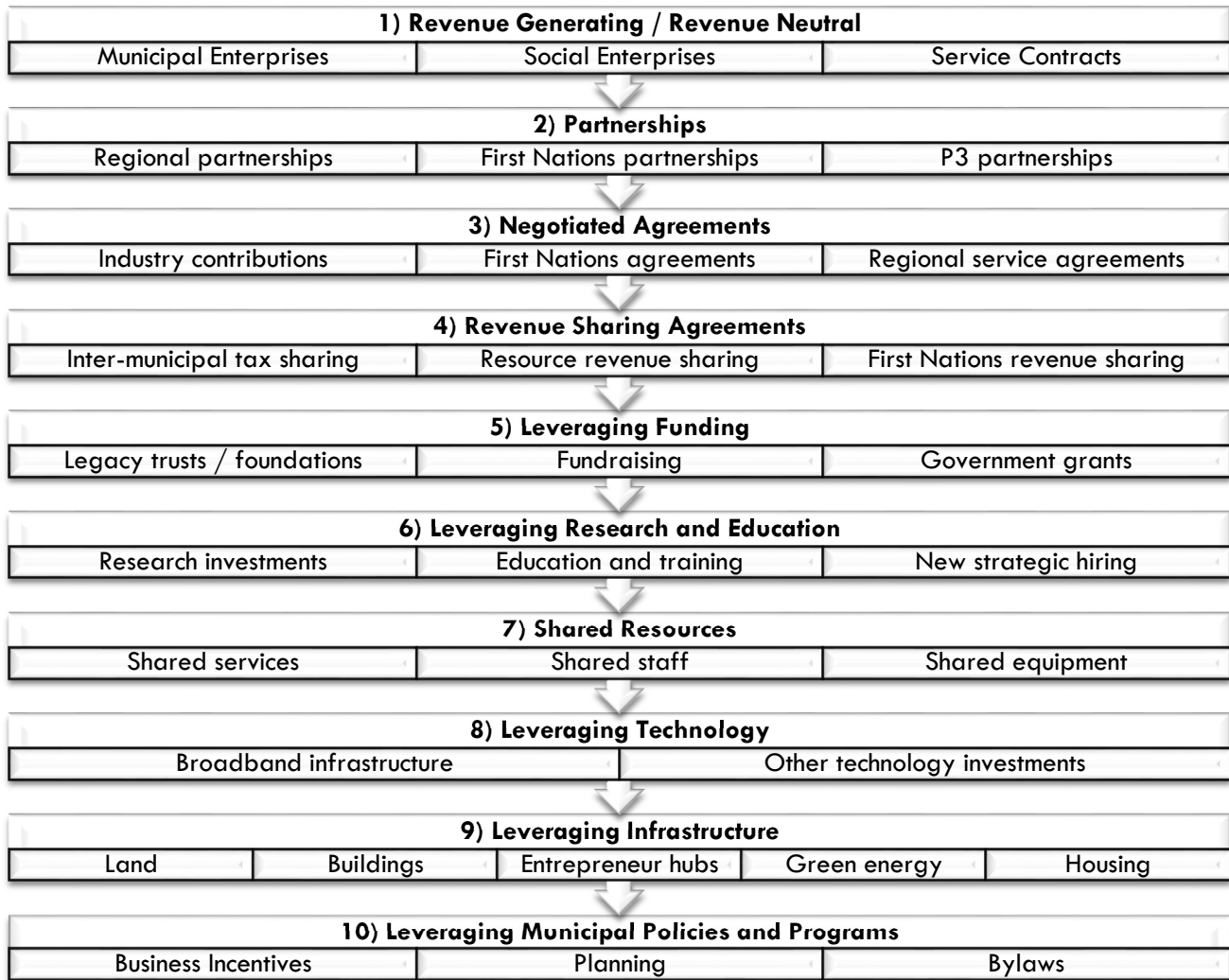
British Columbia	Alberta	Ontario	Newfoundland and Labrador
Burns Lake	Canmore	Brock	Bonavista
Dawson Creek	Flagstaff County	Brockton	Deer Lake
Fort St. John	Forestburg	Dubreuilville	Fogo Island
Kitimat	Hanna	Goderich	Grand Falls-Windsor
Mackenzie	Lethbridge County	Haldimand County	Holyrood
Prince Rupert	Olds	Newmarket	Labrador City
Quesnel	Parkland County	Sioux Lookout	Placentia
Valemount	Taber	Wellington County	St. Anthony
	Wainwright		

There are generally ten types of entrepreneurial strategies used by small local governments (see Figure 1). These focus on revenue generating or revenue neutral initiatives; local and regional partnerships; negotiated agreements with industry, First Nations, and other municipalities; tax and revenue sharing agreements; leveraging funding; leveraging investments in research and education; shared resources; leveraging technology investments; leveraging infrastructure investments; and leveraging municipal policies and programs in order to attract more investment in community and economic development.

Moving forward, there were a series of recommendations that emerged from this research that can be used to inform debates and develop supportive legislation, policies, and related supports to these collaborative, innovative, and entrepreneurial endeavors. These focus on updating municipal regulatory and legislative frameworks, revising fiscal levers, providing top-down supports to strengthen municipal capacities, supporting collaborative governance mechanisms, streamlining Crown land transfer processes, and strengthening municipal-provincial-federal government communications. For example, municipal legislation needs to be revised to provide greater clarity about how municipalities can use policies and incentives to attract investment and support businesses (i.e. tax incentives, bonusing, etc.). Municipal legislation also needs to provide clarity about the conditions under which municipalities may develop municipal enterprises in order to address public debates about competing with private sector interests and potential conflict of interests for municipal staff and elected official engaged in these ventures. Municipal legislation needs further clarification about the extent to which municipalities may leverage local policies and tax incentives to attract business investments. As municipalities use municipal enterprises to generate revenue, the very nature of these business enterprises requires municipalities to be agile, responsive to emerging opportunities, and have a greater degree of freedom to operate independently by reducing the issues requiring provincial approval.

As municipalities are encouraged to be more collaborative, innovative, and entrepreneurial, provincial and federal governments need to provide more outreach, training, and logistical support for small municipalities. This includes more fiscal, policy, and logistical resources to support collaboration through regional governance structures. Top-down provincial supports through regional teams to advise and guide municipalities will be instrumental as small municipalities develop and manage innovative policy approaches and entrepreneurial initiatives. Programs and training supports are needed to develop negotiation skills and risk management expertise amongst municipal staff. Provincial governments and municipal associations can strengthen opportunities for sharing policy templates, shared service agreements, software, and other resources amongst small municipalities. These changes would better equip and position small municipalities to be agile and responsive to the challenges and opportunities associated with rural change.

Figure 1: Municipal Entrepreneurial Strategies – At a Glance

1) Revenue Generating / Revenue Neutral		
Municipal Enterprises	Social Enterprises	Service Contracts

2) Partnerships		
Regional partnerships	First Nations partnerships	P3 partnerships

3) Negotiated Agreements		
Industry contributions	First Nations agreements	Regional service agreements

4) Revenue Sharing Agreements		
Inter-municipal tax sharing	Resource revenue sharing	First Nations revenue sharing

5) Leveraging Funding		
Legacy trusts / foundations	Fundraising	Government grants

6) Leveraging Research and Education		
Research investments	Education and training	New strategic hiring

7) Shared Resources		
Shared services	Shared staff	Shared equipment

8) Leveraging Technology	
Broadband infrastructure	Other technology investments

9) Leveraging Infrastructure				
Land	Buildings	Entrepreneur hubs	Green energy	Housing

10) Leveraging Municipal Policies and Programs		
Business Incentives	Planning	Bylaws

This research highlights entrepreneurial strategies, relationships, policies, and assets that are leveraged throughout the appendices in this report in order to stimulate debates at the municipal, provincial, and federal government levels about the opportunities and constraints for local government entrepreneurialism to support rural resiliency. As demonstrated through the breadth of strategies that are used, there is no single model or set of municipal tools to address the pressures that are impacting municipal operations. The context of each municipality will shape the capacity, options, and potential structures of municipal enterprises, policies, and assets that are leveraged to address community and economic development.

APPENDIX A: BC CASE STUDIES

Village of Burns Lake
City of Dawson Creek
City of Fort St. John
District of Kitimat
District of Mackenzie
City of Prince Rupert
City of Quesnel
Village of Valemount

Village of Burns Lake

Context
- The Village of Burns Lake (Village) (2016 census population: 1,779) is located in the Central Interior of BC, roughly 225 km west of the nearest regional centre in Prince George.
- The Mountain Pine Beetle epidemic has impacted the local forest industry by reducing the timber supply and resulting in reductions to the Annual Allowable Cut.
- Municipal capacity supported by CAO, economic development officer, finance, public works, recreation, and protective services.

Municipal Enterprise
- Economic Recovery and Development Committee explores revenue opportunities.
- Burns Lake Community Forest consists of the Village, the Burns Lake Band, and the Wet'suwet'en First Nation.
  - Supports timber harvesting and harvesting rights for wild mushrooms in the area.
  - In 2019, the Village received $577,000 from the Burns Lake Community Forest.
  - An investment strategy was developed for some of the revenues, with a portion of revenues also being allocated to community and economic development initiatives (i.e. IT staff, harvesting forest simulator for high school, literacy programs, scholarships, fire training facility, etc.
  - Invested $100,000 in the development of the Burns Lake Mountain Biking Trail Park.
  - The Chinook Community Forest is a partnership between Burns Lake Band, Cheslatta Carrier Nation, Lake Babine Nation, Nee Tahi Buhn Indian Band, Skin Tyee Band, Wet'suwet'en First Nation, the Village, and the Regional District of Bulkley Nechako.
  - In 2015, the Village created a municipally-owned corporation specifically for the purpose of acquiring shares in the proposed Chinook Community Forest.
  - Operations are based on an annual allowable cut of 150,000 cubic meters per year that helps support the continued operations of the Pinnacle Pellet mill.

Partnerships
- The Business Accelerator Program is a partnership the Village and Rio Tinto to provide businesses with assistance marketing products / services by storefront and online.

Shared Services
- Some shared service agreements with the regional district (i.e. victim services, the fire department, recreation, and economic development).
- Regional District Areas B and E contributes a portion of wages for the Village's economic development officer.

Revenue from Services Delivered to Other Communities
- The Village has two full-service agreements with the Burns Lake Band and the Lake Babine Nation.
- In 2019, the Village received $148,000 for services provided to the Lake Babine Band.

Income from government business enterprise (2019): $739,514

Website: www.burnslake.ca   **Phone**: 250-692-7587

City of Dawson Creek

Context
- The City of Dawson Creek (City) (2016 census population: 12,178) is located in northeastern British Columbia, just over 400 km from the largest regional centre in Prince George.
- The City has a diversified economy in oil and gas, construction, manufacturing, government administration, and services (health, accommodations, education). Staffing levels reach 200 people during the summer (i.e. CAO, planning, finance, protection, community services, and infrastructure).

Negotiated Agreements
Fair Share Agreement and the Peace River Agreement
- The City is part of the Fair Share Agreements and the Peace River Agreement. These are not resource royalty sharing agreements, but a mechanism to provide access to a disconnected industrial tax base due to the dispersed nature of oil, gas, and pipeline activities in the surrounding rural regions.
- The Fair Share Agreement (1994) provided $4 million in provincial non-property tax revenues to the region's local governments to support community infrastructure and mitigate negative impacts.
- Fair Share was modified twice with the third iteration providing $20 million per year, but with an embedded lift mechanism reaching $46 million in 2015.
- In 2015, the new Peace River Agreement (PRA) was finalized to replace the Fair Share Agreement. The 20-year agreement provided $50 million per year.

Legacy Trusts / Community Foundations
- The Northeast BC Community Foundation was set up through Community Futures with the municipalities of Dawson Creek, Pouce Coupe, Taylor, and Hudson's Hope.

Municipal Enterprise
The Dawson Creek Reclaimed Water Project
- The City partnered with Shell Canada to develop the Dawson Creek Reclaimed Water Project in order to take less water from the water supply and make better use of reclaimed water for industry and broader community purposes. Shell invested more than $11 million in the project, with the City contributing $1.5 million to the project estimated between $12 and $13 million.
- Shell gets most of the reclaimed water under a 10-year agreement. This ends in October 2022.
- There is potential for an additional $2 million to then be added to municipal revenue annually.

Regional Service Agreements
- The City has mutual aid agreements (i.e. grassland fires/wildfires, flood mitigation).
- The City signed a Relationship Agreement with the Saulteau First Nation to work collaboratively on initiatives around healthcare, education and economic opportunities.
- The Saulteau First Nation provided $20,000 for Bultery House (patient accommodations).
- The City has worked with Pouce Coupe, Chetwynd, Tumbler Ridge, and rural areas to develop a Healthcare Scholarship Program through the Peace River Regional District to provide $100,000 in local scholarships. Students will get $2,500.00 when they graduate and return to their municipality, and $2,500.00 after an additional two years of staying to work in these communities.

Investment income (2019): $1,648,263

Website: www.dawsoncreek.ca   Phone: 250-784-3600

City of Fort St. John

Context
- The City of Fort St. John (City) (2016 census population: 20,155) is located in northeastern British Columbia, just under 440 km from the largest regional centre in Prince George.
- The City has been experiencing a period of rapid growth associated with oil and gas, construction, hydro-electricity, and forestry that have increased the demand for housing, supports, and social infrastructure.
- Approximately 270 employees (CAO, Manager of Economic Development, Community Development Coordinator, Director of Community Services, IT Manager, Planning and Engineering, Public Safety, Public Works).

Negotiated Agreements
Community Measures Agreement
- In 2016, the City and BC Hydro signed the Community Measures Agreement to provide predictable and stable fiscal resources to address the impacts associated with the Site C Hydro Project.
- The agreement provides $1 million per year to the City during the construction of the Site C project.
- The CMA provides investments in 50 housing units, childcare, and RCMP support. The agreement also contains fiscal provisions to support non-profit agencies.

Fair Share Agreement and the Peace River Agreement
- The City is part of the Fair Share Agreements and the Peace River Agreement. These are not resource royalty sharing agreements; however, but a mechanism to provide municipalities in the Peace River Region with access to a disconnected industrial tax base due to the dispersed nature of oil, gas, and pipeline activities in the surrounding rural regions.
- The Fair Share Agreement (1994) provided $4 million in provincial non-property tax revenues to the region's local governments to support community infrastructure and mitigate negative impacts.
- Fair Share was modified twice with the third iteration providing $20 million per year, but with an embedded lift mechanism reaching $46 million in 2015.
- In 2015, the new Peace River Agreement (PRA) was finalized to replace the Fair Share Agreement. The 20-year agreement provided $50 million per year.

Legacy Funds / Community Foundations
- The City is working to create a Community Foundation. All permissive tax exemptions to grants and aids to be dealt with by the Community Foundation. The City will hand over the funds from the Legacy Benefit Agreement with BC Hydro's Site C Project. The City is looking at a $3 million Operating Endowment Fund to get the community foundation going.

Municipal Enterprises
- The City developed its resource recovery facility that takes in and refines non-potable water that is sold to rural areas.
- The City developed a micro hydro project with the installation of turbines to generate power and cost savings. The project was funded through grants.

Investment Income (2019): $2,643,980

Website: www.fortstjohn.ca   Phone: (250) 787-8150

District of Kitimat

Context
- The District of Kitimat (District) (2016 census population: 8,131) is located in northwestern BC, just over 60 km from the nearest regional centre of Terrace.
- The District has been experiencing a period of rapid growth associated with the modernization of Rio Tinto and several proposed LNG projects that have increased the demand for supports (i.e. housing, family, daycare).
- Approximately 200 employees (CAO, Director of Economic Development, Director of Planning, grant writer, and provided interim funding for housing resource workers).

Negotiated Agreements
- Negotiations with the Haisla First Nation and the Province of BC to demolish the old hospital lands and transfer the land to the Haisla to support the development of the Haisla Town Centre that includes commercial and residential development. Addresses issues with deteriorating asset and provides property taxes associated with the development.
- Road use agreement with Coastal Gas Link for $85,000 / year for 3 years.
- Supported mobile workforce camp's land donation for dementia facility through rezoning, eliminating landscaping requirements for that portion of unused land, etc.
- Working with other municipalities through the Resource Benefits Alliance to negotiate a revenue distribution agreement for industry activity outside of municipal boundaries that has produced pressures on infrastructure and services in these municipalities.

Leveraging Local Government Policies
- Leveraging policy incentives to encourage investments in commercial and housing renovations.
- Reduced property taxes for renovated commercial buildings. The bylaw offers a 5-year tax exemption on the increase in assessed value to a maximum of $2,000,000 on Class 6 buildings where at least $25,000 or more in exterior renovations have been done.
- Promoted 5-year forgiveable loan program through a grant agreement with the District to encourage the development of affordable and accessible secondary suites. An allowable forgiveable loan of $2,500 is available for any suite developed; $5,000 for level 1 affordable suites; $7,500 for level 2 affordable suites; and $2,500 for suites accessible for disabled.
- Bylaw introduced a density bonusing scheme to establish an affordable housing fund. Requires construction camps to make amenity contributions (cash or in-kind) in the amount of $500 for each camp unit that becomes operational.

Leveraging Space
- Provided space in the fire hall to start the extreme weather shelter.

Shared Services
- A number of services are shared with the Haisla in the Kitimaat Village (i.e. ambulance, fire, waste management, transit).

Investment Income (2019): $801,309

Website: www.kitimat.ca   Phone: (250) 632-8900

District of Mackenzie

Context
- The District of Mackenzie (District) (2016 census population: 3,714) is located in north-central BC, roughly 185 km from the nearest regional centre of Prince George.
- The District is a forest manufacturing centre that has been impacted by curtailments and closures.
- The District has roughly 100 full-time and part-time staff (including CAO, finance, economic development coordinator, lands and environmental program coordinator, recreation services, etc.).

Leveraging Investments
Bell Place Subdivision
- After struggling to attract private developers to address aging housing issues, the District invested in two new housing subdivisions. The first was the Bell Place Subdivision that offered 19 serviced lots ranging from $57,000 to $158,000.
Airport Subdivision
- In a separate initiative, the District owned two large lots adjacent to the airport and approved one of those large lots to be rezoned to allow subdivision to smaller lots. The lots were empty for more than 40 years and were not contributing any value to the tax base or providing opportunities for business.
- The goal of selling the lots is to provide a source of funds to develop airport lands.
- Revenue from the sale of these lots will be used to attract grant funding in order to develop the airport.
- The District is leading planning, engineering, subdivision, sale, and development. As airport subdivision lots sell, net proceeds will return to the land reserve.

Municipal Enterprise
- The District partnered with the McLeod Lake Indian Band to form the McLeod Lake-Mackenzie Community Forest. To date, this enterprise has provided $1 million to each the McLeod Lake Indian Band and the District, with the District providing $100,000 annually to local organizations (i.e. recreational trails, programs, equipment, and other infrastructure; Williston school ecology program; wildlife monitoring; etc.).
- The District controls where the money is spent (i.e. community grants, snow removal, facility upgrades).
- A portion of the revenues is put into reserves and a silviculture fund.

Leveraging Funding
- The Community Forest Manager approached the District and fire department to work collectively through a Wildfire Advisory Committee in Mackenzie.
- Successful in securing more than a million dollars from the Forest Enhancement Society of BC to work on the corridor between the town and the highway junction.
- The corridor project created some jobs, and created some logs and residuals for the local forestry company Conifex.
- The District allocated a staff member to establish a mini woodlands office and work directly with forest professionals.

Income from government enterprise (2019): $764,908

Website: https://districtofmackenzie.ca   Phone: 250-997-3221

City of Prince Rupert

Context
- The City of Prince Rupert (City) (2016 census population: 12,220) is located in the northwestern region of BC, just under 145 km from another regional centre of Terrace and 722 km from the larger centre in Prince George.
- The City has a diversified economy driven by shipping and transportation, tourism, and services for smaller surrounding rural and Indigenous communities.
- The City's capacity is supported with an estimated 200 employees (i.e. City Manager, Manager of Transportation and Economic Development, planner, information systems, finance, public works, etc.).

Local Government Entrepreneurialism
Prince Rupert Legacy
- Prince Rupert Legacy is a 100% owned subsidiary of the City incorporated in 2014.
- It was formed during the development of liquefied natural gas projects in order to lease land from a former pulp mill site to industry and generate revenue for the City.
- Incorporation was obtained after approval by Inspector of Municipalities from the Province of BC and by resolution of city council.
- If a city sells land, the revenue goes into a land reserve to buy more land or capital assets in compliance with Community Charter Section 188 (e). But the PRLI was created to allow City owned land to be leased without reserve restrictions.
- Revenue can be distributed as dividends to the City for general use.
- The former pulp mill site needed considerable clean-up. Prince Rupert Legacy partnered with a pulp mill in Prince George that was able to remove any equipment or assets from the former local pulp mill site in exchange for also removing the chemicals.

City West Cable and Telephone
- City Tel was incorporated as a municipal enterprise in 1910 prior to many provincial regulations guiding municipalities in BC.
- It's been restructured to become City West Cable and Telephone to provide services to not only Prince Rupert but also communities throughout the northwestern region of BC.

First Nations Revenue Sharing Partnership
- The City has been building relationships with First Nations communities through City West.
- The City is offering to partnership with First Nation communities that would provide them with connectivity through their municipal enterprise while also offering First Nations bands 20% of the revenue that would be gained in their area.

Leveraging First Nations Relationships
- Kitkatla negotiated an LNG agreement to request that the City receive $10 million dollars from the Province in order to build a ferry terminal for the Kitkatla ferry in the Prince Rupert harbour.

Income from municipal enterprises (2019): $10,141,762

Website: www.princerupert.ca   Phone: 250-627-1781

City of Quesnel (City)

Context
- The City of Quesnel (City) (2016 census profile: 9,879) is located in the Central Interior of BC, just over 120 km from the larger regional centre of Prince George.
- The City is a forest manufacturing community with a diversified supportive service sector supporting an evolving retirement industry.
- The forest sector has been impacted by the Mountain Pine Beetle epidemic and restructuring of the annual allowable cut.
- There are between 180 and 200 staff (i.e. CAO, economic development and tourism, forestry initiatives manager, etc.).

Leveraging Investments through an Entrepreneurial Ecosystem
- There are City efforts to leverage investments in order to support economic development. This includes facilitating start-up enterprises that will become stand-alone businesses by providing them with grants, underwriting capital costs, or covering lease costs for a period of time.
- The City is facilitating the Food Innovation Hub that will become a standalone enterprise.
- The City is leveraging grants to obtain seed money for the cooperative venture.
- The City is underwriting capital costs and covering the first five years of lease costs in order to allow the hub to focus on operating and developing a return.

Leveraging Research
Forestry initiative program
- The Forestry Initiative Program was developed to support innovation in the forest products manufacturing sector and attract new capital investment.
- The program is funded through the City, the BC Rural Dividend, the Community Resiliency Investment Program, the Forestry Enhancement Society of BC, and Cariboo Strong.
- The City has been working with research and development companies, such as FPInnovations, to explore alternative wood products that can augment or replace products in the construction and manufacturing assembly processes, as well as a range of consumable products (i.e. nanocrystalline cellulose to strengthen materials or change the texture of paper, Lignin which is a natural, renewable green alternative for fossil fuel-based compounds that can create adhesives and thermoplastics, and opportunities for Aspen related uses).

Municipal Enterprise
- The City is pursuing a community forest license in partnership with the Cariboo Regional District, and the Esdilagh, Lhtako Dene, Nazko, and Kluskus First Nations bands.

Leveraging Land
- Ongoing efforts to leverage land to support waterfront development.

Investment income (2019): $542,631

Website: www.quesnel.ca   Phone: 250-992-2111

Village of Valemount

Context
- The Village of Valemount (Village) (2016 census population: 1,021) is located in central-eastern BC, roughly 300 km from the larger regional centres of Prince George and Kamloops.
- Following a period of forest sector restructuring, the Village has a non-specialized economy and is positioning itself to strengthen its tourism sector as a gateway community to regional assets.
- The Village has 20 staff (i.e. CAO, economic development officer, public works, etc.), with a number of functions outsourced as needed (i.e. engineering).

Leveraging Building Assets
Valemount Multi-Purpose Facility
- The Village developed a new joint municipal building and tourism information centre. The Village owns the building, but it contracts out the visitor information services. The agreement is that the Visitor Information Centre pays rent and shares 5 to 10 percent of merchandise sales.

Community Services Building
- The Village owns the Community Services Building that rents space to services (i.e. Robson Valley Community Services, Valemount Learning Centre, etc.).
- There is a classroom that is sometimes rented by the Columbia Basin Trust or groups from out of town to deliver presentations. There are some empty rooms upstairs that could be used for small offices; some of which have been rented.

Municipal Enterprise
- The Valemount Community Forest operations consist of harvesting, roads, silviculture, scales and log yard, forest health and fire protection, and recreation.
- The community forest purchased the old mill site and renamed it to be the Valemount Industrial Park.
- In 2019, the Valemount Community Forest split into two limited partnerships: the Valemount Community Forest and the Valemount Industrial Park, with both companies separating the Village from the business of the ventures.
- While some years have generated net earnings exceeding $1 million, other years have generated small revenue amounts due to investments in a forest inventory, purchase of mill equipment, LiDAR study, a woodlot, bridge installation, and surveys for future bridges.
- Reinvestments in the mill site have meant that a new single, post, and rail mill is now in operation and employs 15 people.
- Lease deals have been arranged with companies such as Dunkley Lumber, the Valemount Stone Company, Trans Mountain (pipe storage and camp operations), Treasures of the Forest (specialty furniture), and Robson Valley Gourmet Mushrooms.
- Revenue generated is partially reinvested in community programs (i.e. trail maintenance, scholarships, Robson Valley Community Services, the Valemount Food Bank, Meals on Wheels, and the Valemount Community Bus Society).
- The Valemount Community Forest also partners with the Valemount Learning Centre to support training in basic fire suppression courses, first-aid, fire preparedness, and avalanche training.

Income from municipal enterprise (2019): $121,187

Website: https://valemount.ca   Phone: 250-566-4435

APPENDIX B: ALBERTA CASE STUDIES

Town of Canmore
Flagstaff County
Village of Forestburg
Town of Hanna
Lethbridge County
Town of Olds
Parkland County
Town of Taber
Municipal District of Wainwright No. 61

Town of Canmore

Context
- The Town of Canmore (Town) (2016 census population: 13,992) is located in south-western Alberta, just under 25 km from Banff and just over 100 km from the nearest metropolitan centre of Calgary.
- The Town's economy is primarily focused on tourism, with efforts to diversify through small local businesses.
- The Town has about 378 employees between full-time, seasonal, and part-time positions. The local government is divided between the CAO, corporate services, economic development, emergency and protection services, planning, public works, recreation, and waste management.

Investing in Human Resources
- The Town launched a tourism task force with 16 communities from a diverse set of backgrounds to better address tourism issues.

Leveraging Infrastructure Investments
- Developed an efficient system of multi-modal transportation. 70km of multi-use trails have been built in the community, while the Town has implemented a free public transit system to help promote the community.
- Saved significant costs by painting bike paths terracotta instead of green. This minimizes the need to repaint paths and signage each year.

Leveraging Social Enterprise Investments in Housing
- The Town developed Canmore Community Housing (CCH) (canmorehousing.ca) as a means to build affordable housing for both rental and ownership. It is a solely owned subsidiary of the Town.
- The Town has been involved, especially during the pandemic, with emergency responses, such as rent assistance, matching down payments, and food aid.
- The CCH was engaged in a large development that generated more revenue than anticipated. The revenue surplus was reinvested to match down payments for people in need (https://www.canmorehousing.ca/housing-programs/#matchingdown).
- The CCH's Accessory Dwelling Grant Program will also contribute up to $20,000 or 75% of the total costs to assist homeowners to convert non-legal suites or municipally approved legal suites.

Climate Change Mitigation
- Developed a number of solar energy projects, including the development of the largest solar farm in the Bow Valley.
- The Town also offers grants to offset costs for residents and businesses wishing to invest in installing solar systems.

Shared Services
- The Town developed a number of inter-municipal agreements with neighboring municipalities, including service provision agreements (water, wastewater, and fire services), as well as recreation agreements.

Rental income (2019): $3,029,629

Website: www.canmore.ca   Phone: 403-678-1500

Flagstaff County

Context
- Flagstaff County (County) (2016 census population: 3,738) is located just over 165 km north-east of the nearest regional centre of Red Deer and roughly 190 km south-east of Edmonton, Alberta.
- The County's economy is focused on agriculture, and oil and gas; but in recent years, has been strengthening its tourism industry and small business sectors.
- The County employs 60 full-time staff and 30 additional seasonal staff during construction seasons. Collectively, they provide expertise in finance and administration, planning, economic development, agricultural services, protection services, and public works.

Leveraging Regional Collaboration
- The County has an inter-agency group which is addressing issues such as homelessness, mental health issues, and addictions.
- The County is a member of the Flagstaff Inter-Municipal Partnership (FIP), the Battle River Alliance for Economic Development (BRAED), and is a partner on the Battle River Economic Opportunities Committee (BREOC). These organizations take a collaborative approach to help spur economic development projects in the region, to raise more funds, and to create opportunities for municipalities and local residents.
- BREOC received $1.75 million in funding in 2018 from the Coal Community Transition Fund, which was used to create 22 transition initiatives and 16 private sector development initiatives.
- Created economic development initiatives, such as the 'One Less Trip' initiative which provides tools to regional businesses to encourage customers to buy local.
- Rural Enterprise Assistance and Coaching Hostel (REACH) is an initiative under BRAED which helps new start-up businesses by providing educational business courses, one-on-one consulting meetings, and roundtable discussions.
- Two Battle River Innovation Centers were created to facilitate the coal phase-out; the centers featured vocational counseling, meeting spaces, provided resume advice, Internet, and event spaces.

Investing in Human Resources
- The County worked with local groups and medical centers, hired a recruiting firm, and offered local incentives to attract physicians to the area. The County bought houses to rent to physicians to provide housing rental incentives.

Leveraging Local Government Policies and Programs
- The County is developing an entrepreneurial culture that focuses on growing and retaining small business and creating a collaborative culture amongst the communities in the County. Actions include developing a new investment attraction campaign which will examine actions taken by successful businesses and develop a 'matchmaking' campaign with entrepreneurs.
- The County has developed the 'Take a Moment' tourism and lifestyle campaign which aims to attract people to the region through advertising the area's slower-paced rural lifestyle. In addition to this, the County has been focusing on developing recreation activities such as golfing and hiking in areas with more citizen attraction.

Investment income (2019): $674,363

Website: www.flagstaff.ab.ca   Phone: 780-384-4100

Village of Forestburg

Context
- The Village of Forestburg (Village) (2016 census population: 875) is located roughly 150 km northeast of the nearest regional centre of Red Deer and about 180 km southeast of the metropolitan centre of Edmonton.
- The Village has been undergoing significant economic change following the provincial government's coal phase out plans. In the wake of losing up to 60% of its tax base through the energy transition, the Village has focused on diversifying its economy by attracting new business ventures.
- The Village has a staff of seven, and engage in regional partnerships to maximize government staff efficiency. Staff capacity addresses many areas including administration, economic development, recreation, emergency and protection services, and public works.

Regional Partnerships
- The Village is a member of the Flagstaff Inter-Municipal Partnership (FIP), the Battle River Alliance for Economic Development (BRAED), and is a partner on the Battle River Economic Opportunities Committee (BREOC). These organizations take a collaborative approach to help spur economic development projects in the region, to raise more funds, and to create opportunities for municipalities and local residents.
- The Battle River Railway is a cooperative short line railway that is supported by the Village which provides rail car storage and passenger rail car excursions for tourism.

Coal Transitions/Economic Diversification
- The Village engaged with a number of formal regional structures such as the Community Futures organization which aims to help coal affected communities work towards business attraction, worker retraining, and other economic development pursuits.
- The Village developed the Battle River Innovations Center to develop employment services for business development and attraction, using funding BREOC allocated from the coal transition fund.

Municipal Enterprise
- The Village is an owner of the gas network in the area which contributes to revenues every year.
- Purchased land to develop a $11 million biomedical waste incinerator with 22-24 jobs.
- Looking to develop a marijuana production facility/greenhouse.

Leveraging government policy
- Any citizen that invites a business that employs 2 or more people and builds a new building will receive a $2,000 credit for their taxes or utility bill. Any citizen that attracts a new family of 2 or more that also builds a new home will receive a $1,000 credit for their taxes or utility bill.

Shared Services
- The Village is looking to develop a regional fire protection society as a means to save costs and improve response times and efficiencies. This undertaking is being done on a municipal level in a collaborative effort with the nine municipalities in the county.

Rental income (2019): $102,639

Website: www.forestburg.ca   **Phone:** 780-582-3668

Town of Hanna

Context
- The Town of Hanna (Town) (2016 census population: 2,559) is located roughly 200 km southeast of the closest regional centre of Red Deer and about 220 km northeast of the metropolitan centre of Calgary.
- The Town has largely been reliant on agriculture and a coal fire generating station within the local economy, but in response to the provincial coal phase-out the town has initiated efforts to diversify its economy.
- The Town employs approximately 20 full-time staff, with an additional 30 seasonal staff, to address finance and administration, corporate services, protection services, public works, and community services (i.e. recreation, family and community support services, etc.).

Leveraging Coal Transition
- Received a $455,000 grant from the provincial government in the wake of the coal phase out to assess the impacts of the coal shutdown and to assess economic diversification opportunities.
- Developed their first strategic plan in 2019 which highlighted agriculture, high speed Internet connectivity, affordable housing, and tourism as areas of interest for development.
- Mapped possible locations for solar and wind energy development. A private company invested in a 13 megawatt solar facility, while more potential projects are planned for the future.
- The Town is a shareholder of the Cactus Corridor Economic Development Corporation (CCEDC) which works to develop local business and attract investment. Recent projects include developing a storefront business 'hub' to help new local businesses, as well as developing a stronger on-line presence with a business directory.
- The Town is strengthening its tourism sector by using its historical roots as a railroad town to attract visitors in its 'All Aboard' campaign. The Hanna Roundhouse was refurbished and recognized as a provincial historical resource to help attract tourism.

Regional Collaboration
- Member of a commission comprising 28 municipalities in east/central Alberta which provides planning, subdivision development appeal, and building permits to help pool expertise and resources.

Leveraging Investments in Human Resources
- Developed a Director of Business and Communication position. This government positions acts as an economic development position with a primary focus on social media to engage a wider audience through an online presence.

Shared Services
- Engaged in cost sharing agreements with other rural communities to help alleviate costs and increase efficiency with water, fire, waste management, and airport services.

Investment income (2019): $128,577

Website: www.hanna.ca   **Phone:** 403-854-4433

Lethbridge County

Context
- Lethbridge County (County) (2016 census population: 10,353) is located adjacent to the regional centre of Lethbridge in south-central Alberta.
- The County has experienced significant economic growth in recent years largely due to an expanding agricultural industry. Developments in agricultural technology, as well as the creation of "Canada's Premier Food Corridor" have largely been pushing this growth.
- Serving a stable population of around 10,000, Lethbridge County has approximately 75 staff; 25 are in administration (CAO, EDO, grant writer, Director of Community Services, etc.), while the remaining 50 work in operations.

Pooling Resources Together - Canada's Premier Food Corridor
- Collaboration with surrounding towns and municipal districts (i.e. the County, Town of Taber, City of Lethbridge, Town of Coaldale, and Municipal District of Taber) on a stretch of Highway 3 to develop agricultural industry through Canada's Premier Food Corridor.
- It has been a method through which resources can be pooled to create greater investment interest. While some MDs may not be well known individually, creating a collective food corridor identity has garnered more attention to the region.

Leveraging Government Policy
- Created a business tax as a means to collect additional revenue from the agriculture industry. Revenue is collected to scale based on the number of farm animals owned by individual businesses. Revenues are used exclusively for infrastructure repairs in the county.

Investing in Human Resources
- An Economic Development Officer position was created to raise the commercial tax base of the county. The aim was to bring in more money from commercial business development and investment as a means to provide infrastructure and services to residents.
- The County has established a full-time grant writer to ensure consistent flow and access to government funds.

Shared Services
- The County has shared recreation agreements for community provisions. Recreation centers and pools are paid for by all of the county's municipalities.
- The County has shared service agreements for fire and medical services with municipalities in the County; these municipalities pay a yearly fee, as well as a per-call fee.

Investment income (2019): $870,537

Website: https://www.lethcounty.ca   **Phone:** 403-328-5525

Town of Olds

Context
- The Town of Olds (Town) (2016 census population: 9,184) is located just over 60 km southwest of the nearest regional centre of Red Deer and just under 100 km north of the metropolitan centre of Calgary.
- The Town has a diversified economy based on agriculture, biomedical and bio-industry sectors, tourism, and services.
- The Town has a capacity of 85 staff between administration and utilities. There has been a focus on expanding economic development committees within the government organization.

Investing in Human Resources
- The Town is in the process of expanding its economic development team from one to two people while also hiring a new economic development coordinator.
- Created an economic development secretariat with the EDO, Director of Operations, and two members of the Chamber of Commerce.
- Will develop the Business Retention, Investment, and Expansion Committee in 2021 to better plan how to develop and grow the Town.

Leveraging government policy
- Lobbied to develop industry for vaccine production and certified gel cap operations.
- Started working with two marijuana investment groups in 2013 and 2014 which translated into economic benefits for the Town.
- The Town opened 200 acres of land to attract investment from India, Saudi Arabia, New Brunswick, and First Nations from British Columbia.
- The Town negotiated an agreement with ProAll, a dry concrete mixture company. The Town helped develop a production facility with utilities and access as a means to attract the company.

Municipal enterprise
- Invested $18 million in ONET, a rural broadband network partnership. The Town wrote their own telecommunications access agreements. The Town has provided funding to Mountainview Power, an entity which provides power to the community and generates profits for the Town.

Investing in Education
- Olds College has worked with the Town to obtain permits for its Tourism, Brew, and Meat program which has translated into economic benefits for the community. The Olds College microbrewery training center has spawned 32 breweries both locally and in Alberta, while the meat training facility sold $792,000 worth of product last year while increasing the town's tourism base.

Shared Services
- General trend towards developing a regionalized support network for services such as RCMP, fire, emergency, and mutual response services.

Investment income (2019): $380,295

Website: www.olds.ca   Phone: 403-556-6981

Parkland County

Context
- Parkland County (County) (2016 census population: 32,097) is located about 65 km west of the nearest metropolitan centre of Edmonton.
- The County has experienced significant economic shifts in the wake of Alberta's coal phase out which resulted in a loss of 25% of its tax base. The County is now focused on economic diversification through attraction of business investment.
- Staff capacity is supported with 250 full-time employees and 400 part-time/seasonal staff (finance, planning, economic development, engineering, parks and recreation, etc.).

Leveraging Coal Transitions
- Opened a 'Just Transition Centre' in the Keephills Public Library for laid off workers to support career transition opportunities.
- Invested fiscal resources into modernization of systems in a project called UNITE; unified IT services, integrated Microsoft 365 into all systems, and standardized hardware, software, and platforms.
- Funding used to research shared services such as economic development, engineering, operations, and human resources with neighboring municipalities.
- Investments into attracting business and foreign direct investment, branding, and marketing.

Investment Attraction Strategies
- The County has been proactive in attracting investment through front-ending some infrastructure of new businesses while also being more flexible development agreements, permits, and securities.
- Taking a more active role in investment opportunities for commercially zoned land.
- Maintain one of the lowest tax regimes to remain competitive for investment attraction.
- Coordinate between investment opportunities to maximize efficiency of infrastructure being built and accelerate development.

Creating Synergies through Regional Planning
- The County has started to work towards creating a regional plan with Spruce Grove and Stony Plain to maximize the use of decreased tax dollars.

Investing in Connectivity
- Through the 'Smart Parkland' initiative, the County is taking an active role in developing broadband and fiber networks in rural areas to increase connectivity for businesses and the community.
- A virtual laboratory for rural farmers is under development in order to facilitate the sharing of resources, ideas, technologies, and succession planning.

Investment income (2019): $3,628,020

Website: www.parklandcounty.com   Phone: 780-968-8888

Town of Taber

Context
- The Town of Taber (Town) (2016 census population: 8,428) is located roughly 85 km east of the City of Lethbridge is south-central Alberta.
- The Town's economy is based on agriculture and agricultural manufacturing, with additional activity around oil and gas.
- Staff capacity is supported by 125 staff (administration, economic development, public works, policing, and recreation).

Pooling Resources Together - Canada's Premier Food Corridor
- Collaboration with surrounding towns and municipal districts (i.e. Lethbridge County, the Town of Taber, City of Lethbridge, Town of Coaldale, and Municipal District of Taber) on a stretch of Highway 3 to develop agricultural industry through Canada's Premier Food Corridor.
- It has been a method through which resources can be pooled to create greater investment interest. While some Municipal Districts may not be well known individually, creating a collective food corridor identity has garnered more attention to the region.

Negotiated Agreements
- The Town negotiated an agreement through their MLA to develop a $150 million development for Highway 320. This development is a significant step forward for attracting investment to Canada's Premier Food Corridor.

Pooling Resources
- In response to limited funding, the Town collaborated with roughly 20 municipalities in Southern Alberta to improve the safety and development of Highway 3.

Partnership
- The Town developed a partnership with a food processing facility by providing expertise and management for their wastewater system. Mutually beneficial situation whereby the Town generates a small portion of revenue and the food processing facility develops their wastewater system.

Leveraging Infrastructure Investments
- The Town has been investing in solar energy in the wake of the downturn in oil and gas as a means to supplement the tax base and reduce pressure on the energy grid.

Leveraging Human Resources
- The Town has a grant writer within the Economic Development Office to maximize potential grants and funding available to the municipality.
- The Town created an arts, culture, and events coordinator position to support small business and attraction of new residents.

Investment incomes (2019): $837,669

Website: www.taber.ca   Phone: 403-223-5500

Municipal District of Wainwright No. 61

Context

- The Municipal District of Wainwright No. 61 (Municipal District) (2016 census population: 4,479) is located just over 265 km northeast of Red Deer and just under 210 km southeast of the metropolitan centre of Edmonton.
- The Municipal District is located in a rural region largely dependent upon the oil and gas and agricultural sectors.
- There are approximately 11 in-office staff and a total of 40 full-time staff to deliver municipal services such as finance and administration, economic development, planning, recreation, protection services, and public works.

Shared Services

- Irma, Chauvin, and Edgerton (ICE) communities and the Municipal District collaborate in providing municipal services such as snow removal, road maintenance, waste management, policing, fire services, and sharing of recreation facilities.
- The Municipal District also provides social support services through the Wainwright and District Family and Community Services (i.e. parenting supports, seniors' services, counselling, etc.). This is a collaborative effort between the province, ICE communities, and the Municipal District. About 20% of the costs are covered by the communities while the rest is paid for by the province.
- ICE communities and the Municipal District pool resources to purchase large pieces of equipment and heavy machinery to mitigate costs. Human resources are also shared to help complete projects.

Regional Collaboration – Inter-Municipal Tax Sharing

- Collaboration through sharing of tax revenues with the surrounding areas that have less revenue from the oil and gas industry. These are essentially financial 'top-ups' to ensure each community in the area is receiving similar financial resources.
- Engage in inter-municipal tax sharing; the Municipal District collects tax money and distributes it to different recreation and fire boards within the area.
- There is regional collaboration for joint purchasing and when applying for grants in areas where there have been partnerships with the surrounding villages. This mainly includes collaboration funding for certain services.

Leveraging Investments in Energy

- The Municipal District is developing a battery storage facility that will collect extra energy from the grid and distribute it at peak times.
- The Municipal District also worked towards developing a number of small-scale solar energy projects within the Municipal District.

Investment income (2019): $718,339

Website: www.mdwainwright.ca   **Phone:** 780-842-4454

APPENDIX C: ONTARIO CASE STUDIES

Township of Brock
Municipality of Brockton
Township of Dubreuilville
Town of Goderich
Haldimand County
Town of Newmarket
Municipality of Sioux Lookout
Wellington County

Township of Brock

Context
- The Township of Brock (Township) (2016 census population: 11,642) is located just over 100 km north of the metropolitan centre of Toronto.
- The Township's local economy is driven by agriculture and services. It is a newly amalgamated township comprised of three urban communities: Cannington, Beaverton, and Sunderland.
- The Township's staff capacity is supported by roughly 35 full-time staff and other casual / part-time labour through its administration department, finance, building department, planning, public works, and recreation. Upper tier government services are provided through the Region of Durham.

Leveraging Local Government Policies
- The Township offers a community façade improvement program with $20,000 annually.
- The Township provides tax relief to businesses that made improvements to their building. The Township offers tax relief for a percentage of the increased assessed value for up to five years.

Leveraging Senior Government Grants
- The Township has leverage provincial modernization grants to update websites and expand the ability for people to get permits online, pay bills online, etc.

Regional Governance and Collaboration
- More staff / resources in the northern Region of Durham have been dedicated to economic development to produce more interaction between lower and upper tier levels of government. This is beneficial to small municipalities that do not have an economic development department.
- Uxbridge, Scugog, and the Township work together on policies and procedures (i.e. guiding elections).

Shared Services – Risk Management
- The Township is part of the Durham Municipal Insurance Pool. All of the municipalities in the region pool resources together to purchase a better rate for insurance.
- Through this group, the Township has access to dedicated regional staff to complete audits of municipal facilities and identify areas of improvement or risk.
- New proposals are reviewed by the insurance pool to provide municipalities with their perspective about the risks and liability about the project all the way through to the execution of the contracts.

Municipal Enterprises
- The Township is currently reviewing a potential initiative and partnership options to develop a municipality utility corporation for broadband in order to address limited Internet pressures.

Partnerships
- The Township developed partnerships with the community health centre to support the day camp.
- The Township has partnerships for building additions, parkland improvements, playground equipment, etc.

Investment incomes (2019): $85,276

Website: https://townshipofbrock.ca   Phone: 705-432-2355

Municipality of Brockton

Context
- The Municipality of Brockton (Municipality) (2016 census population: 9,461) is located roughly 120 km northwest from Kitchener and just under 200 km northwest of the metropolitan centre of Toronto.
- Agriculture is a key cornerstone to the Municipality's economy (i.e. dairy, livestock, poultry, etc.).
- The Municipality's capacity is supported by staff expertise in finance and administration, building and planning, public works, recreation, emergency and protection services, and child care.

Municipal Enterprises
Recycling
- County partners and municipalities formed their own recycling enterprise called Bruce Area Solid Waste Recycling (BASWRA) in 1990.

Hydrogen – Green Energy Hub
- In the upper tier, Bruce County obtained a grant from the Federation of Canadian Municipalities Green Municipal Fund and the federal government for a hydrogen project.
- The project is looking at taking excess electricity from the Bruce nuclear power plant, building a hydrogen facility to convert that excess electricity to hydrogen and then create jobs and a green economy.
- The project will help to reduce greenhouse gas emissions.
- The county is currently examining the feasibility to build the plant. The plant would cost $25 million.
- A feasibility study was completed by Hatch Engineering.
- The project will require some private sector partners.
- It is an example of a project to support innovation and the development of a green energy hub.

Leveraging Local Government Policies
- The County is in the process of changing the Official Community Plan to allow for secondary suites. Other reforms will be developed to generate more housing (i.e. municipal housing facilities by-law under Section 110 of the Municipal Act to enable the municipality to provide incentives for private and public stakeholders to invest in new affordable rental developments).
- The County's economic development department also provides grants for sign facades for the main streets and other programs to promote small businesses.
- The County solicits the applications for main street businesses.

Negotiating Agreements
- Hanover has reached out to Brockton to explore opportunities for negotiating an annexation of land to support its growth strategy. Any annexation of land requires permission of the corresponding municipality.
- There is one section of land that may be suitable for a big box store development. The Municipality's decision to permit any annexation of land will be dependent on the quality of an offer (i.e. cash or incentives) for designated land.

Investment income (2019): $122,118

Website: www.brockton.ca   Phone: 519-881-2223

Township of Dubreuilville

Context
- The Township of Dubreuiville (Township) (2016 census population: 613) is located just over 300 km north of the closest regional centre of Sault Ste. Marie.
- The Township was originally established as a company town by the Dubreuil Brothers lumber company that has diversified through other gold mining, tourism, local government administration, and services.
- The Township's capacity is supported by 8 full-time staff, as well as part-time and summer students (i.e. finance and administration, planning, economic development, recreation, waste management).

Municipal Enterprises
- Community Networks is the spinoff from the NSRBN (Northeast Superior Regional Broadband Network).
- To address limited connectivity, the Northeast Superior Regional Broadband Network (NSRBN) was created as a collaboration between First Nations, economic development organizations, and municipalities within the region. The primary focus of the NSRBN is to create a broadband network in two First Nations communities and the Township in order to develop economic growth, adaptive capacity, resiliency, as well as develop health and education services.
- The Township reached out to other small towns across Canada (i.e. Olds, Alberta) that are engaged in regional ISPs. It required a lot of preparation studies.
- The Township partnered with Crown Capital. There are also subsidiary companies (Galaxy Broadband and WielE).
- Initial support was obtained through the Community Futures Program and through the RED program with OMAFRA.

Negotiating Agreements
- The Township has an MOU with Missanabie Cree.
- Industry bought a compactor for the community to compact the waste and extend the life of the waste / landfill site.
- The sawmill company donated a bulldozer and had one of their employees bulldoze the landfill.
- The sawmill would sand the roads at no cost because the Township didn't have a sander.
- The sawmill was paying the hydro for the Township and medical buildings.
- The Township is now having to incur these costs following the sawmill closure.

Shared Services
- The Township shares many services with the other six communities in the region (i.e. police, fire agreements, hospital, etc.). Share the chief building inspector with Wawa.
- Exploring opportunities processes for regional smaller communities to share documents.
- There are service agreements with other communities as an on-need basis (i.e. IT services).

Leveraging Land
- Exploring opportunities to leverage land to attract housing developers.

Website: https://dubreuilville.ca   Phone: 705-884-2340

Town of Goderich

Context
- The Town of Goderich (Town) (2016 census population: 7,628) is located roughly 100 km north of London and just over 115 km northwest of Kitchener.
- The Town's economy is shaped by a salt mine, health care, and local government services.
- The Town is situated within a two-tier level of local government. For the municipality, staff capacity is shaped by finance and administration, planning, economic development, child care, emergency services, and public works.
- By comparison, the upper-tier of Huron County's staff capacity stems from corporate services, IT support, economic development, library and cultural services, management and administration, strategic initiatives, and social development.

P3 Partnerships
- The Port of Goderich initiative evolved as a response from the federal government's decision to divest itself from a number of ports across Canada.
- The Town bought the port that has seaway depth from the Ministry of Transportation in 1999 for $750,000.
- The Town partnered with Sifto Canada and other stakeholders to revitalize the harbour.
- The P3 agreement with Sifto Canada provides the Town and the public with continued access to the waterfront.
- Capital improvement funds will be obtained by users, including user fees.
- The Town receives approximately $300,000 per year from the port. The revenue from the port is reinvested into the waterfront.

Municipal Enterprise
- The Ontario government recently approved the merger of ERTH Power Corporation and West Coast Huron Energy. West Coast Huron Energy (Goderich Hydro) served the Town, while ERTH provided electricity to several communities, including Aylmer, Beachville, Belmont, Burgessville, Clinton, Dublin, Embro, Ingersoll, Mitchell, Norwich, Otterville, Port Stanley, Thamesford, and Tavistock.
- Central Huron purchased an aging prison facility to redevelop.
- It generated revenue through a partnership with industry (i.e. installing, buying, constructing facilities). Space is rented.
- Solar panels have been installed to generate additional revenue through power production.

Equity pick up from government business enterprise (2019): $540,187

Website: www.goderich.ca   Phone: 519-524-8344

Haldimand County

Context
- Haldimand County (County) (2016 census population: 45,608) is located 45 km southeast of Brantford and 50 km south of Hamilton.
- The County's key economic sectors include agriculture (crop production, animal production, and aquaculture), manufacturing (steel / ferro-alloy, petroleum, electronic / navigation), and tourism.
- The County built a new centralized administration building that includes finance and administration, planning, economic development, protection services, IT staff to support on-line services, and social programs (i.e. library, recreation, retirement home, etc.).

Negotiating Agreements
- The County negotiated a series of Community Vibrancy Agreements with companies engaged in green energy development (wind and solar).
- These agreements will provide $2 million annually for community related projects for a 20-year period.

Municipal Enterprise
- The County used to have its own municipal hydro company called Haldimand Hydro. This was sold to Ontario Hydro about 4-5 years ago for about $72 million. The funds generated from the sale were invested in a reserve fund. The County draws upon the interest generated from the fund, but does not draw on the principle. These funds are used to support community development investments for a new community centre, arena, new services, etc.

Leveraging Municipal Policies and Incentives
- The County created a Community Improvement Plan (CIP) with an annual budget of $150,000 for incentives to business and property owners who wish to renovate their buildings and create an attractive environment to visit.
- Funding up to $15,000 is offered to property owners of older buildings to upgrade the façade, awnings, or other forms of outside restoration.

Partnerships
- The County is exploring opportunities to develop a partnership with the Six Nations and Norfolk County to manage the water intake / supply by using the old Nanticoke power plant.
- When the Nanticoke coal generating plant closed, it left a huge water intake in the County.
- The County would like to run the water intake from the old Nanticoke power plant to Port Dover, Simcoe, Jarvis, and Caledonia, and then branch off to feed water to the Six Nations of the Grand River territory. Many of these communities are on wells.

Leveraging Land
- The County demolished some deteriorating homes and created three acres of viable downtown property. When the County is ready to rebuild (i.e. for social housing), they can draw on the funds to support that investment.

Investment income (2019): $16,511,989

Website: www.haldimandcounty.ca   Phone: 905-318-5932

Town of Newmarket

Context
- The Town of Newmarket (Town) (2016 census population: 84,224) is located about 55 km north of Toronto. The Town's economy is focused on health, knowledge, and advanced manufacturing.
- Staff capacity is supported by administration and strategic initiatives, corporate services, planning, engineering, public works, economic development, recreation, and emergency services.

Municipal Enterprise
- The Town started a municipally-owned internet service provider, ENVI, as a means to increase access to high speed broadband internet and support smart growth (envinetwork.com).
- The Town's local government enterprise is Newmarket Hydro Holdings.

Leveraging Space – Business Incubator
- Established the 'NewMakeIt', which is a shop full of machinery (i.e. welding, pottery, etc.) that people need to establish a business, but can't afford to invest in before they establish the business.
- The Town offers the full spectrum from IT to hand-on needs for entrepreneurship.

Leveraging Local Government Policies
- The Town is using policies and incentives to encourage second-dwelling units, affordable condos, purpose-built housing, etc. There are tax breaks for builders to include a certain percentage of affordability within each build.
- The Town's Energy Efficiency Program strives to assist homeowners to retrofit homes and reduce the financial impacts (i.e. windows and insulation). The billing for energy-efficient renovations would be financed and added to a homeowner's tax bill for a number of years.
- Through a number of tree planting programs, the Town is increasing its ecological resilience in response to climate change by achieving a woodland canopy cover of 13% by 2031 and 35% by 2051. The Town is able to reduce water runoff every year which holds a value of about $500,000. Erosion control, air quality increases, and increases in property values are benefits. The Town has placed an annual value of the services provided by trees at $1.3 million.

Shared Services
- The Town negotiated a deal with Aurora for fire department services. This agreement consolidated the fire departments into one in order to accelerate response times and share costs.
- The Town negotiated an agreement with six small towns for waste management in order to generate almost $2 million in savings / year. The operations were centralized to make it easier for the taxpayer / customer.

Leveraging Technological Investments
- Soofa developed solar powered city benches which feature chargers, as well as a Wi-Fi hotspot for the public. These benches allow the Town to extrapolate trends in the number and flow of people visiting downtown areas, giving data essential to guide future development.

Investment income (2019): $1,394,303   **Revenue from government business enterprise**: $1,485,600

Website: www.newmarket.ca   Phone: 905-895-5193

Municipality of Sioux Lookout

Context
- The Municipality of Sioux Lookout (Municipality) (2016 census population: 5,272) is located just under 400 km northwest of the nearest regional centre of Thunder Bay.
- The Municipality's economy is shaped by its role as a hub service centre for smaller surrounding rural and Indigenous communities (i.e. health care, social services, transportation). There are also tourism and forestry sector activities; although, there has been a shift from a resource-based economy towards more information-based and creative economy.
- The municipal staff capacity is supported by expertise in finance and administration, corporate services, economic development, planning, waste management, public works, protection services, recreation, and community services (i.e. library, day care).

Leveraging Agreements with First Nations
- The Municipality signed a 'Friendship Accord' with Lac Seul First Nation. Cat Lake, Slate Falls, and KI Big Trout Lake have since joined this accord.
- The goal is to identify areas of common interest (i.e. economic or community development, lobbying for health care reforms, etc.). In response, the Sioux Lookout Friendship Accord Economic Development Corporation was formed.
- Nine regional mining companies have also signed on as partners to provide financial support, training opportunities, and jobs through the establishment of the Sioux Lookout Mining Centre of Excellence.

Municipal enterprise
Sioux Lookout Airport
- As a transportation hub for 29 First Nations communities, the airport is a major economic driver for the Municipality.
- Airport just completed a $14 million upgrade which doubled size of terminal.
- The airport used to operate as a Municipal Services Board, a third party entity which operates at arm's length from the Municipality until 2010.
- The airport was brought back in-house as a line department due to difficulties recruiting individuals to serve on the commission with expertise required to guide airport operations.
Government Income Properties
- The Municipality owns two buildings that were renovated and now act as income properties.

Leveraging Partnerships
- The Municipality developed partnerships with University of Toronto and Lakehead University to establish 'the innovation station'. Researchers are now stationed in the Municipality and are looking at innovative and entrepreneurial ways to support economic development.
- The Municipality provides space, telephone lines, staff support, etc.

Leveraging Local Government Policies and Tools
- Community Improvement Plan (CIP) was updated to provide small grants to businesses investing in façade improvements.

Investment income (2019): $233,517   **Income from government enterprise:** $72,783

Website: www.siouxlookout.ca   Phone: 807-737-2700

Wellington County

Context
- Wellington County (County) (2016 census population: 222,726) is located just under 40 km northwest of Guelph.
- The County's key economic sectors include manufacturing (food processing, automotive, and plastics), agriculture (dairy, ranching, hog, grain, etc.), health care, tourism, and the creative economy.
- As an upper tier level of local government, the County's staff capacity is almost 1,000 employees providing expertise in finance and administration, economic development, and community services (i.e. newcomers, child care, libraries, museum, long-term care).

Municipal Enterprises
- A separate corporation was created to address affordable housing.
- The County is also looking at creating a community land trust to support attainable housing. This would not target low-income or subsidized housing, but rather providing housing to people under the market-type of housing.

Leveraging Local Government Policies
- The County offers businesses grant incentives up to $20,0000 to redevelop, infill, intensify, or improve the energy efficiency of their properties as a part of the community improvement program. The program also provides grant incentives to encourage investments in rental housing in the downtown core.
- The funding may support pre-development designs or study grants or be deployed through a tax increment equivalent grant for work such as demolition, construction, county permit or tipping fees, etc. The TIEG values may range from 100% coverage of the County portion tax increment in year one to 20% in year five.
- The community improvement plan is used as the tool to promote mixed-use residential, energy efficiency investments, tourism and local food programs.
- The planning policy and housing strategy was also revised to support the development of secondary suites or up to two additional units on a property.

Levering Local Government Investments
- The County is part of the Swift Program. The Southwestern Integrated Fibre Technology (SWIFT) is a network of municipalities that have contributed to this non-profit to roll out broadband (fibre) infrastructure in underserved communities and rural areas in Southwestern Ontario (https://swiftruralbroadband.ca).
- The County partnered with RideCo to develop Ride Well, an on demand rideshare service which acts as the County's public transit for an area with relatively low population densities. This four-year pilot project will provide an innovative solution to rural public transportation issues.

Shared Service Arrangements
- The County has shared services with other communities, such as IT supports, economic development, and fire services.

Investment income (2019): $2,767,806

Website: www.wellington.ca   Phone: 519-837-2600

APPENDIX D: NEWFOUNDLAND AND LABRADOR CASE STUDIES

Town of Bonavista
Town of Deer Lake
Town of Fogo Island
Town of Grand Falls-Windsor
Town of Holyrood
Town of Labrador City
Town of Placentia
Town of St. Anthony

Town of Bonavista

Context
- The Town of Bonavista (Town) (2016 census population: 3,448) is located just over 110 km from Clarenville and just over 310 km north of St. John's, Newfoundland and Labrador.
- The Town's economy is driven by fish and fish manufacturing (impacted by cod moratorium), tourism and heritage, creative economy, and services for the surrounding rural areas.
- The Town is support by 25 municipal staff, including administration, engineering, IT specialist, and an archivist. Other functions are supported through contracted consultants and committees.

Bonavista Historic Townscape Foundation
- With the assistance of the town council, the Bonavista Historical Society created the Bonavista Historic Townscape Foundation. It functions as the economic development arm of the town and focuses on historic building assets. It operates as a committee of council. About 30% of the Town's budget is allocated to support these facilities. Since 2001, the foundation has completed four major streetscape or harbour-front development projects, and either restored or contributed to the restoration of about 100 heritage structures.
- Funneled more than $40 million in government funding over last 20 years (local, provincial, and federal). Produced new business spin-offs in tourism and the food and accommodation sectors.
- Supported beautification with ACOA funding under auspices of tourism to address sidewalks / boardwalks.
- In 2003, the theatre was sold to the Town for $1 and restored through the Bonavista Historic Townscape Foundation to be a year round cinema and live performance venue in 2010.
- It is a social enterprise, partially funded by the Town. The Town developed a Memorandum of Understanding with the foundation to operate the theatre and manage other building assets.
- There is no revenue coming back to the Town. If the foundation needs Town funding to operate, they generate as much as they can and the town tops up the remaining funds to meet costs.

Leveraging an Entrepreneurial Ecosystem
- Chamber of Commerce has started a shared communal workspace - a business incubator space.
- The Town offers no cost business counselling and $200 a month business startup space through the "entrepreneurial ecosystem" (i.e. chocolatiers, chefs, coffee roasters, software developers).

Local Government Incentives
- The Town distributes a fund of $10,000.00 to homeowners or businesses to improve their structure.
- Up to 5 years no property/business taxes for new businesses or businesses that are trying to expand. 50% reduction on business taxes for new season businesses during the first 3 years of operations. Successfully attracted new businesses that led to 10-12% increase in budget.

Leveraging Land Assets
- In 2020, the Discovery Aspiring Geopark Inc. (DAGI) became an official UNESCO Global Geopark. Several community stakeholders and groups were involved including Mayor John Norman, Town Manager David Hiscock, local businesses, the Geological Survey, Department of Natural Resources, and paleontological researchers from Cambridge, Oxford, and Memorial Universities.

Website: http://townofbonavista.com   Phone: 709-468-7747

Town of Deer Lake

Context
- The Town of Deer Lake (Town) (2016 census population: 5,249) is located just over 50 km north of the nearest regional centre of Corner Brook, Newfoundland and Labrador.
- The Town is a transportation and service hub for the region, and is also situated to provide gateway access to Gros Morne National Park.
- The Town is supported by administration, economic development, public works, recreation, and a climate change specialist.

Leveraging Local Government Tools to Attract Investment and Development
- To encourage the development of new businesses in the community, the Town has approved a Business Tax Incentive Program.
- The five-year business tax incentive program features no business tax for the first year of operation.
- Taxes are then phased in at a rate of 20% in the second year, 40% in the third year, 60% in the fourth year and 80% in the fifth year.
- The incentive is also available to existing businesses that expand their operation and increase the assessed value by $50,000 or more.
- The program is intended to ease new businesses into the tax system and improve their chances of success.

Shared Services and Staffing Resources
- The Town did some joint Geographic Information Systems training with other communities.
- Potential shared roles involving GIS are being discussed.
- The Town is sharing services (i.e. water and fire services) with the Town of Reidville.

Municipal Enterprises
- The Town owns the bowling alley and brings in revenue.
- Recreational facilities (i.e. swimming pool) are designed for function more as social enterprises to cover costs (i.e. human resources, programming, etc.) rather than revenue generating enterprises.
- On June 23, 2020, local, provincial, and federal funding was acquired for a new annex for the Hodder Memorial Recreation Complex.
- The project involves building a two-story community facility with meeting and multi-purpose spaces, as well as a gym with walking track, and facilities for sports including basketball, volleyball, and indoor soccer.

Deer Lake Industrial Park & Economic Development
- The Town has an industrial park located near the airport and the Trans-Canada Highway. Plans are currently underway for an expansion of the industrial park.
- 23 lots will be made available in for medium/heavy industrial developments and nine more for commercial/light industrial enterprises.
- In 2018, the Town started selling land in the new industrial park.

Website: https://deerlake.ca   Phone: 709-635-2451

Town of Fogo Island

Context
- The Town of Fogo Island (Town) (2016 census population: 2,244) is located in northern Newfoundland and Labrador, roughly 120 km northeast of Gander and just over 165 km northeast of Grand Falls-Windsor.
- The Town represents the amalgamation of four towns and one regional council. Key economic sectors include fishing and fish manufacturing, as well as tourism and services.
- The Town is supported by 12-15 regular employees, and up to 20 workers in total over the year (i.e. CAO / Town Clerk, payroll, public works).

Partnerships
- In 2015, the Town, Shorefast Foundation, and the Fogo Island Co-operative Society signed an agreement to form the Fogo Island Economic Development Partnership Group to support economic development.
- With the Co-op, Shorefast, and the Economic Development Partnership, the Town has been responsible for an agreed upon share within the annual budget.
- Looking at Shorefast to extend their business expertise to individuals interested in a startup business (e.g., provide guidance, info about funding agencies, grants, etc.).
- The Fogo Island Co-operative Society is a community-based enterprise comprised of 3 plants: shrimp plant in seldom, crab and cucumber plant in Fogo and Groundfish in Joe Batt's Arm, the Marine Centre and the Quiet Canon Hotel. The former Deputy Mayor is the Regional Plant Manager for Fogo Island. Over 90% of products are sold in Europe, Asia and the United States.

Exploring Opportunities for Municipal Enterprises
- Town is implementing a Local Economic Development Taskforce to streamline economic development.
- Recently distributed an RFP for a piece of equipment to use, and plan to rent it out. The new service initiative is a vac-truck/vacuum tank to clean out septic services. There are no competing contractors to provide that service. The Town wants to use it during the week and rent it to residents for a fee to use on their own septic systems.

Shared Services
- Following amalgamation, the consolidation of services among the communities has been ongoing (e.g., shared service equipment, water/sewer, fire protection, and waste collection).

Leveraging Natural and Cultural Assets
- The former Town of Tilting (within the amalgamated Town of Fogo Island) became the first provincial heritage district, developed a studio / artist in residence program, and developed an arts festival.

Leveraging Infrastructure
- The Town is discussing possible options to encourage community groups to take over infrastructure (i.e. museum) to turn into a seasonal / year-round business opportunity.
- Potential arrangement to provide free rent (i.e. for coffee shop / gift shop in museum).
- Community groups have taken over the operations of the community hall.

Website: https://www.townoffogoisland.ca   Phone: 709-266-1320

Town of Grand Falls-Windsor

Context
- The Town of Grand Falls-Windsor (Town) (2016 census population: 14,171) is located 267 km east of Corner Brook and almost 430 km northwest of St. John's, Newfoundland and Labrador.
- Following the closure of the pulp and paper mill in 2009, health, retail, and information-technology sectors became important economic sectors.
- The Town's staff capacity is supported by administration, an economic development office, etc.

Social Enterprise / The EXCITE Corporation
- The Exploits Centre for Information Technology Excellence (EXCITE) Corporation is a non-for-profit social enterprise of the Town.
- The four key initiatives include: Genomics-based R&D Centre for Health, the Age Friendly Steering Committee (AFSC), Youth Mental Wellness, and Science, Technology, Engineering and Mathematics (STEM) at Exploits Valley High school.
- Several members of the Town Council sit on the EXCITE Corporation council committee. It is not designed to generate profits per se, but rather to leverage infrastructure to support community and economic development.
- In 2001, a new facility opened in the EXCITE technology business park to house technology-based companies as part of an economic development strategy to create an IT-based sector (i.e. software companies, call support centres, etc.).
- Funding for the EXCITE facility was provided by the Town, the Department of Municipal and Provincial Affairs, and the Atlantic Canada Opportunities Agency.
- Companies lease space based on square footage.

Genomics Based R&D Centre for Health
- The Genomics Based R&D Centre for Health focuses on the areas of hearing loss, heart, mental health and vision. Studies conducted on hearing deficit and cognitive decline, with educational materials provided for primary health care practitioners (family physicians and audiologists) to facilitate the use of genomics in clinical practice.

Grand Falls-Windsor Age Friendly Steering Committee (AFSC)
- In December 2010, the Town formed the Grand Falls-Windsor Age Friendly Steering Committee (AFSC) in partnership with Central Health, the Exploits Valley YMCA, the Exploits Valley 50 Plus Club, and the Friendly 50 Plus Club, to understand the needs of seniors in the community. The goal is to develop a coordinated approach to become more age-friendly.
- With the support of the Canadian Hard of Hearing Association and the Genomics-Based Research and Development Centre for Health, the Town installed a hearing loop at the front desk. This loop will improve hearing accessibility for community members and visitors with hearing loss.
- With a grant from the Town, mental health professionals have been trained in Learning the Ropes. This program focuses on optimizing cognitive health for seniors through lifestyle changes, memory training, and psychosocial support.

Website: https://grandfallswindsor.com   Phone: 709-489-0407

Town of Holyrood

Context
- The Town of Holyrood (Town) (2016 census population: 2,463) is located just 44 km southwest of St. John's, Newfoundland and Labrador.
- The Town's economy is driven by fishing (squid), an oil refinery, hydro power, and services. A number of residents also commute to St. John's for work.
- The Town is supported by roughly 20 employees (i.e. administration, public works, economic development, planning, recreation, waste management, and oceans).

Leveraging Land Assets

Oceans Holyrood Initiative (OHI)
- The Town launched the Oceans Holyrood Initiative (OHI) in 2013 with the goal to position the Town as a centre for oceans-related commerce, applied research, training and education.

Holyrood Oceana
- The Town purchased 50 acres for cold ocean innovation and research, a clean blue high-tech park to support research and development.
- This created a cluster of ocean-focused research and enterprises in the community to cultivate new and innovative ocean related technologies.

Blue Ocean Industrial Park
- Many research companies needed to go to other places for welding, fabrication, mechanical structural issues, and engineering.
- In response, the Town launched the industrial park in 2017 and now provides over 1,000 acres of prime industrial land suitable for fabrication and manufacturing.
- The Town offers the following incentives and opportunities including arctic water access, Marine Institute of Memorial University, incubation and start up support, and 3-year 50% business tax incentive.

Waterfront Development
- The Town is strengthening their community infrastructure by developing the waterfront area to better support the region's growing tourism sector and create new economic opportunities (i.e. boardwalk, festival grounds).

Municipal Enterprise

BeachHead Innovation Centre & Suites
- The BeachHead Innovation Center and Suites is a collaborative office space designed to facilitate the arrival of companies coming to do business.
- The BeachHead is part of the town's Oceans Holyrood Initiative (OHI). It is one sector of the OHI model for regional economic diversification which includes the Marine Institute's Centre for Applied Ocean Technology (CTec) and an oceans-centric business park.
- The Town established the BeachHead Innovation Center and Suites within a municipal building, and then rents office space to new entrepreneurs.

Website: https://holyrood.ca   Phone: 709-229-7269

Town of Labrador City

Context
- The Town of Labrador City (Town) (2016 census population: 7,220) is located less than 30 km from Fermont, Quebec and roughly 530 km west of Happy Valley-Goose Bay, Newfoundland and Labrador.
- The Town's economy is driven by iron ore manufacturing.
- The Town is supported by roughly 60 employees, including 15 in management (finance, planning, public works, recreation). Functions such as engineering, GIS, and major planning are contracted to the private sector.

Leveraging Local Government Incentives
- The Barrier-free Business Grant encourages business owners to invest in accessible renovations through non-repayable grants to cover a portion of renovation costs. A grant can match up to 50% of eligible costs to a maximum of $10,000 per installation.
- The Business Tax Incentive Strategy buffers the first five years of tax increases following major commercial renovations or a new construction project. The rebate ensures businesses only pay 20% of the tax increase in the first year after the renovation, followed by an increase to 40-60% in the subsequent two years, and eventually up to the full increased property tax for the new assessment.
- The Community Investment Fund is a pilot project that encourages commercial building owners to invest in façade renovations and storefront improvements for their building through grants to cover a portion of renovation costs. A grant can match up to 50% of eligible costs to a maximum of $25,000 per building façade or storefront.

Negotiating Contributions by Industry
- The Town renegotiated the grant and LOU agreement for another 10 years with the iron ore mine.
- The mine agreed to an additional $1 million investment in capital works, and IOC (Iron Ore Canada) dedicated $4 million to a new community centre.
- It's been close to a $100 million dollars over 10 years for the grant and LOU.
- IOC built the splash pad.

Leveraging Land Assets
- Council took the stance that they would allow a temporary workforce camp for the construction phase of new projects. This was integrated into camp permits and camp land was leased to the company by the Town in order to generate revenue.
- For example, since 2012, the Town leases space from the diner to IOC.
- The Town is also leasing two camps to a contractor until the contractor has completed a hotel conversion. At this point, the Town will sell the property to the contractor.

Shared Services / Staff
- Negotiating a cost-sharing pilot project for an employee with the local tourism board.
- The Town has an agreement with Wabush and the mine for a joint firefighting response team.

Website: https://labradorwest.com   Phone: 709-944-2621

Town of Placentia

Context
- The Town of Placentia (Town) (2016 census population: 3,496) is located 130 km west of St. John's, Newfoundland and Labrador.
- Following the closure of the Argentia base in 1994, the economy is supported by metal fabrication, light manufacturing, oil and gas activity, and marine transportation.
- The staff capacity includes 20 staff (i.e. administration, tourism and marketing, recreation, protection services, public works, etc.).

Municipal Enterprise
- The port authority is a not-for-profit organization, but functions in a similar capacity to a municipal enterprise.
- The port authority was set up as land transferred from the United States to Canada, Canada to the province, and then to the Town.
- The Town has representation on the board, but does not control the board.
- The surplus revenue is used to maintain and renew the aging assets.
- The revenue from the port is unencumbered funds at this point in time.
- Exploring opportunities to leverage the port to support marine training (shipping) with post-secondary institutions.

Negotiating Contributions
- Port authority does not pay property taxes to the Town, but they pay a share of revenue on a sliding scale.
- Once the port's revenue exceeds a certain point, the Town receives more revenue (roughly 20%).
- It's not assessment-based, but rather based on rent revenues.

Local Government Incentives
- A diverse range of tax incentives are currently being explored.
- Possibilities may range from providing a 25% tax discount for businesses operating in the community for 25 years.
- Tax incentives may also be considered for new businesses in order to entice new investment in the community.

Website: https://placentia.ca   Phone: 709-227-2151

Town of St. Anthony

Context
- The Town of St. Anthony (Town) (2016 census population: 2,258) is located just over 415 km north of Deer Lake and 467 km north of Corner Brook, Newfoundland and Labrador.
- The Town's economy is focused on fish processing, services, and tourism.
- The Town is supported by roughly 16-17 employees (i.e. administration, tourism and development, public works, port authority).

Municipal Enterprise
- The Town built 10 seniors' cottages and plan to build six more.

Rising Sun Developers Incorporated
- The Town created a standalone independent body called Rising Sun Developers Incorporated. Town incorporated this separate group and provided them free rental space, telephones, etc.
- Rising Sun Developers has operational control to operate the old arena and removed all the seating in order to use the arena as a storage facility throughout winter.
- The old arena is a source of revenue for Rising Sun and it's split with the Town.
- The wharf is also operated by Rising Sun, leased to a private individual, and income is shared with the Town.

  St. Anthony Basin and Resources Incorporated (SABRI)
- Rising Sun created another entity called St. Anthony Basin and Resources Incorporated (SABRI) to be the owners of the shrimp quota for the 3000 tons allocated by the federal government. Clearwater Fine Foods in Nova Scotia were the chosen company to harvest and pay royalties to SABRI for the fish. These royalties were invested into tourism, trails, cold storage, senior complexes, etc.
- SABRI demolished the old high school and reused the property to build 26 seniors' cottages.
- SABRI has worked with Bell to put up more cell phone towers to build tourism in St. Anthony.
- The Town and Rising Sun Developers have a seat on the SABRI Board.

Leveraging Local Government Policies and Contributions
- Town council waived all water, sewer, and connection fees and provided an in-kind contribution of roughly $30,000 to SABRI when the organization built the 26 cottages.

Business Tax Incentive
- The Town offers tax incentives for new businesses, starting with a 100% business tax exemption in year 1 before transitioning to tax exemptions of 80%, 70%, and 40% in years 2-4 respectively. The business tax exemption ends in year 5.

Leveraging Fundraising to Expand Fiscal Resources
- The Town and the Recreation Advisory Committee have an agreement with the local pharmacy for a lottery system to help fund recreational activities.
- Every week, residents can pay a Toonie; $1 goes into the pot for the Recreation Department and $1 goes into the lottery. The Town has raised almost a half a million dollars from the system to support work with the arenas, walking trails, ball fields, and swimming pool.

Website: https://stanthony.ca   Phone: 709-454-3454/2812

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