

# Shareholders Extraordinary Meeting

Thursday, August 20, 2020

Virtual Meeting (Zoom)

11:00 a.m. – 12:30 p.m.

Video Conference: <https://us02web.zoom.us/j/89472206598>

Meeting ID: 894 7220 6598

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## Agenda

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**1. Roll Call for Shareholder Representatives**

*Lead: Virtual AGM Moderator*

**2. Call to Order**

*Lead: Mayor Gale Katchur, Edmonton Global Shareholder Chair*

**3. Opening Remarks**

*Lead: Mayor Gale Katchur, Edmonton Global Shareholder Chair*

**4. Approval of Agenda**

*Lead: Mayor Gale Katchur, Edmonton Global Shareholder Chair*

**Recommended Resolution:** That the Edmonton Global Shareholders approve the Agenda of August 2020 as presented.

**5. Investment Plan Proposal**

*Lead: Mr. John Day, Edmonton Global Board Chair*

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**Recommended Resolution:** That the Edmonton Metropolitan Region Economic Development Company Shareholders approve a budget top up of up to \$\_\_\_\_\_ for the 2020 fiscal year from those within the Shareholder group willing and able to provide additional contributions.

**Recommended Resolution:** That the Edmonton Metropolitan Region Economic Development Company Shareholders direct the Edmonton Global Board and Management to bring back recommended changes to the Articles of Association that would allow the Shareholders the ability to set and review supplementary contributions on an annual basis, in addition to those approved by the three year funding formula.

**6. Closing Remarks**

*Lead: Mr. John Day, Edmonton Global Board Chair*

**7. Closing Remarks & Adjournment**

*Lead: Mayor Gale Katchur, Edmonton Global Shareholder Chair*

**Recommended Resolution:** That the Edmonton Global Shareholder Extraordinary Meeting of August 20, 2020 be adjourned at \_\_\_\_\_.

**Upcoming Meetings/Events**

- **Mid-Year Update**  
November 2020, Date and Time TBC

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## Edmonton Global Board

### Request for Decision

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#### Item 5. Investment Plan Proposal

**Recommended Resolution:** That the Edmonton Metropolitan Region Economic Development Company Shareholders approve a budget top up of up to \$\_\_\_\_\_ for the 2020 fiscal year from those within the Shareholder group willing and able to provide additional contributions.

**Recommended Resolution:** That the Edmonton Metropolitan Region Economic Development Company Shareholders direct the Edmonton Global Board and Management to bring back recommended changes to the Articles of Association that would allow the Shareholders the ability to set and review supplementary contributions on an annual basis, in addition to those approved by the three year funding formula.

#### *Assumptions*

1. COVID-19 will continue to have significant impacts well into 2021 for many industries and others as far as 2024 (EIA).
2. Funding capacity constraints will remain across all levels of government and businesses. Hard choices will be made to maximize any new investments.

#### *Context*

During the AGM 2020, the Shareholders directed the Board and Management to present a plan to Shareholders to consider additional contributions based on a suite of activities that could be funded. This would be at a special Shareholder Meeting. Mayor Hnatiw spoke about demonstrating need in 3 areas: value, context, and accountability. These would be in addition to the current \$2M Shareholder contribution that was approved for the next 3 years at the AGM.

This opportunity originated from the City of Edmonton reorganization and re alignment of economic development roles and responsibilities between EEDC, the City and Edmonton Global.

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### *Outcome*

To increase Shareholder funding in a sustained manner to activate our mandate more fully and enable Edmonton Global to access matching funding from other levels of government.

### *Board Direction*

1. Show scaling of outputs which lead to greater outcomes.
2. Build in flexibility in funding approach to accommodate some Shareholders not supporting additional funding.
3. Focus on Investment Plan.
4. Leveraging other funding sources.

### *Factors Considered*

- Most available public funding has constraining factors, including but not limited to:
  - strict criteria on how funds can be utilized - often excluding operational expenditures,
  - awarded based on matching contributions,
  - approved project expenditures can only be claimed for payment once the organization has proved, by way of reporting, that funds have been expended, which creates cash flow challenges and operational risk,
  - often Federal funding cannot be stacked; common example is total Federal contributions towards a project cannot exceed 50% overall,
- Shareholder funding is unfettered and therefore supports the operations of Edmonton Global; salaries, honorariums and operating costs.
  - Lack of unfettered funds represent a risk to leveraging federal government funding that has been secured for 2020 (\$727,750). This funding is provided as a matching contribution only and must be initially expended by the organization then claimed back via a formal reporting process.
- Without additional funding, Edmonton Global can maintain status quo, however, activation of several of our initiatives will be limited and/or not started.
- Currently, Edmonton Global has a \$1.3M in-year structural funding gap to deliver on outcomes identified in the 2020 Budget.
- Funding options provided are in addition to the Shareholder approved \$2M annual contribution and will expand capacity in support of the mandate and add value to the regional value proposition. Included is a robust accountability framework conveyed through both the Accountability and Annual reports.
- A robust engagement of the EDO network, CAOs and individual Shareholder representatives or their alternates, informed this proposal.
- Long term strategy is to move to a P3 funding model with private sector investment (a best practice). COVID-19 has delayed implementation for 18-24 months.

### Planning

<b>August 20</b>	Special Shareholder Meeting <ul style="list-style-type: none"> <li>• Virtual</li> <li>• 90 minutes</li> <li>• Invitation distributed</li> </ul>	Upcoming	Virtual AGM Approach; Shareholder representatives or the named alternate will be able to participate in active discussions. All other attendees are observers only.
<b>August</b>	CAO Group Review	Occurring in August	A peer group review for feedback and seeding.
<b>July 22</b>	Board Working Session <ul style="list-style-type: none"> <li>• Virtual</li> <li>• 60 minutes</li> </ul>	Upcoming	Agenda is focused on reviewing the Draft Investment Plan Proposal.
<b>June 18</b>	Board Meeting	Complete	Board discussion regarding plan, approach and considerations.
<b>June 17</b>	EDO Engagement Session	Complete	Focus was their inputs on resourcing.
<b>June</b>	Shareholder Engagement Sessions <ul style="list-style-type: none"> <li>• Virtual</li> <li>• 60 minutes</li> </ul>	Complete	Edmonton Global VP one on one with Shareholder representatives, alternates and CAOs.

### Engagement Outcomes

#### **June 17** EDO Engagement Session Recommended Outcomes:

1. Enhancing the Investor Journey
2. Significantly enhancing the Marketing capacity
3. Regional Database scale up

#### **June** Shareholder Engagement Sessions Recommended Outcomes:

1. Product Development
2. Marketing and Tools
3. Enhancing our Regional Value Proposition
4. Enhancing Regional Data and access to it

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### *Consolidated Plan Approach*

Edmonton Global is still in the early stages of establishing a meaningful and sustainable process for lead generation with respect to investment attraction. The areas highlighted below are all part of the strategy to grow, in an intentional way, a pipeline of opportunities that are aligned with the strategic sectors that we have identified as being priorities for the Edmonton Metropolitan region based on an analysis of our capabilities and competitive advantages after conducting a comparative analysis with other jurisdictions.

This intentional approach is an evolution from the reactionary approach of simply responding to inbound requests for information to one that actively promotes the sectors and specific business cases that will be of interest to international investors. The process of developing business cases and a strong brand needs to be supported by an appropriate marketing campaign that will ultimately lead to a sales funnel that will be sustainable for years. There are no shortcuts to this process, it will take time and persistence if it is to be sustainable in the long run.

Ultimately, having a sales funnel with qualified opportunities that are more closely aligned with our priority sectors and that have been influenced by our brand strategy will lead to a greater number of FID's. Furthermore, additional resources will also allow for the implementation of a proper trade promotion plan. This is an aspect of the value proposition that has not been realized to date by Edmonton Global because of limited resources. This is, however, an important part of the conversation with international investors, stakeholders and partners that will ultimately deliver additional value to the shareholders of the Edmonton Metropolitan Region.

Based on the inputs received, the Investment Plan Approach will focus in 4 key outcomes:

#### **1. Product Development**

Building the necessary business cases and other elements that showcase our regional value proposition that we can proactively market globally to attract investment and promote our businesses.

#### **2. Marketing**

Significantly enhance our capacity to activate engagement in the promotional requirements to market our region and its value proposition across our focus sectors. This includes ensuring we are highly visible and have professionally produced products. This story is not just for the global market but for the local, provincial and national ones too which our region continues to be not at the forefront of policy makers, investors and business leaders outside of the region.

We need to transition to a significantly more aggressive, proactive and digitally enhanced position in marketing our regional assets and our value proposition. Research from WAVTEQ on marketing by EDOs shows a 4:1 return on investment.

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### **3. *Regional Database***

The Regional database is currently Version 1. Connectedness with Shareholders and partners, as well as aligning efforts provincially (Invest AB) and Federally (Invest In Canada), will significantly enhance both quality of information available and the client centric service provided to companies interested in investing in the region or exporting to other jurisdictions.

### **4. *Investor Journey***

Enhancing the clients' experience through their journey to a final investment decision and investor aftercare. This would include facilitating regional work, regional level services provided, learning from each process, creating greater value add to the entire journey, and enhancing our Regional Investment Readiness. This item includes enhancement of our CRM to allow for enhanced tracking of investors, automation, and segmentation of nurturing campaigns to enhance and accelerate deal flow.

### *Articles of Incorporation*

Shareholder funding is collectively agreed to annually at the AGM under article 46 and 52 with the funding formula found at Schedule D. While approval for fee increase does not require unanimous consent of the Shareholder Group, any adjustment without consent would probably create friction where there need not be. If there is unanimous consent to increase the fees, then this is accommodated through a subsequent resolution approving the new amount.

There is no contemplation of additional resourcing found in the articles outside of the funding formula. The mechanism to see additional funding come from a portion of the Shareholder Group therefore is recommended to be done through a resolution to be reviewed annually. A long-term decision could see the Articles changed to accommodate additional flexibility in the funding formula to allow for top ups by individual Shareholders or a subset.

### *Next Steps*

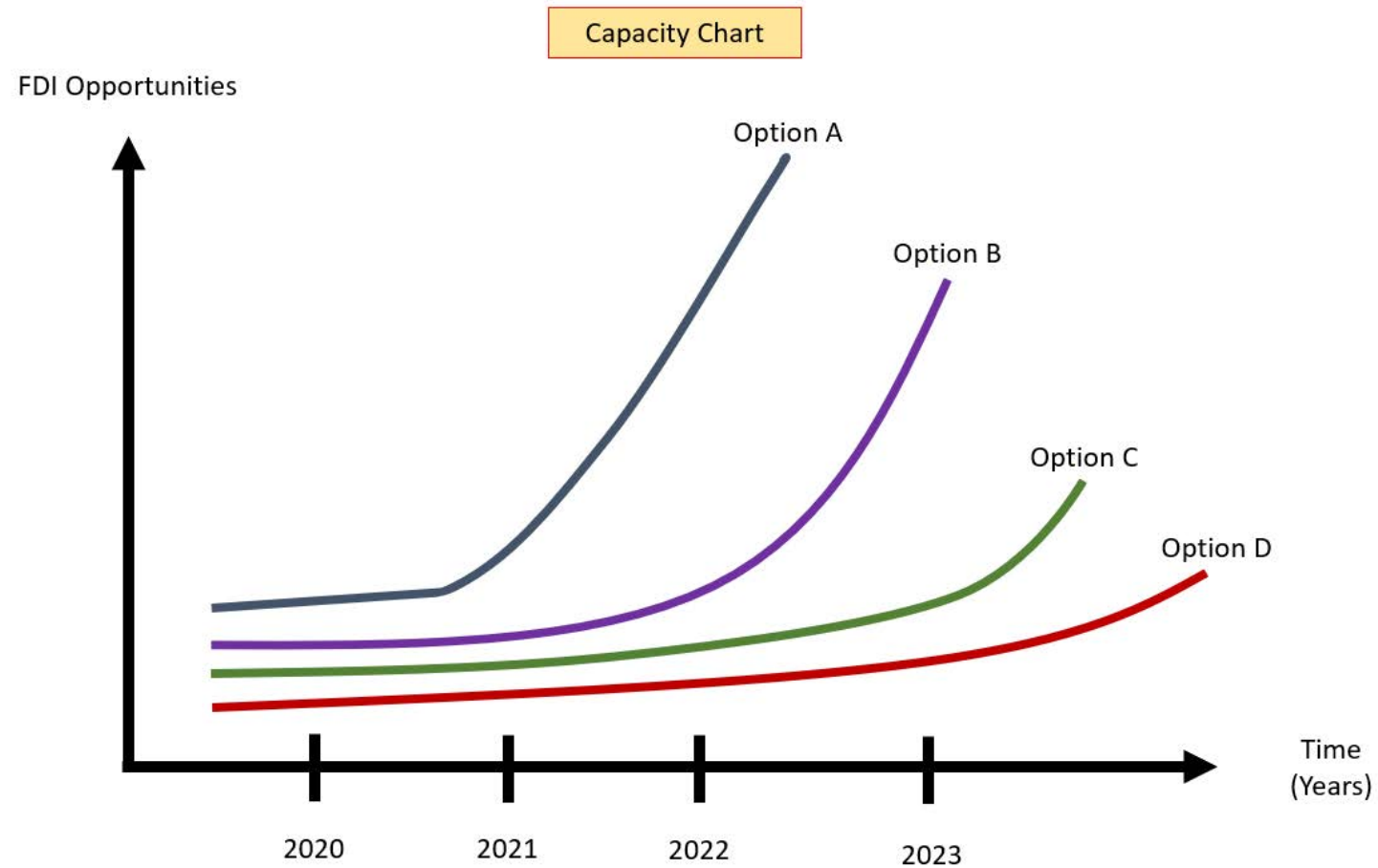
1. The Edmonton Global Board will review and recommend potential amendments to the funding formula or Articles to accommodate additional flexibility.

### *Attachments:*

1. Draft Investment Plan Proposal
2. Shareholder Contributions for Options A-D

*Accelerating growth outcomes*

Increased resourcing creates greater throughput of the sales funnel which generates FID opportunities.





### Comparator Region Budgets

	<b>Budget</b>	<b>Organizational Mandate</b>
<i>Montreal International</i>	\$ 19.8M	FDI, Trade & Talent retention
<i>Toronto Global</i>	\$ 6.84M	FDI only
<i>Minneapolis St. Paul</i>	\$ 8M USD	FDI & Trade
<i>One Columbus</i>	\$ 8M USD	FDI & Trade
<i>Calgary</i>	\$ 12.8M; plus \$100M Investment Fund (City of Calgary Money)	BRE, FDI & Trade, Film

These regions/cities were selected based on similarity to Edmonton Global Mandate and most were part of the Conference Board of Canada Benchmarking Report Edmonton Global conducted in 2018.

### Investment Plan Options

	<b>Option A – Optimal</b>	<b>Option B – Enhanced</b>	<b>Option C – Budget 2020</b>	<b>Option D – Status Quo Actual 2020</b>
<b>Value</b>	<ul style="list-style-type: none"> <li>• <b>Fully activate</b> the investment file – in-market activity, marketing, network and advocacy, supported by database and business intelligence activities (leading to lead generation, business case development, business process automation).</li> <li>• 100% increase to opportunity flow to Deal Pipeline</li> <li>• Up to 10 FID by end 2021 and a rapid increase thereafter</li> <li>• Activate the trade file – in-region activity, marketing, outreach, coaching up to 30 companies per year</li> <li>• Fully activate the strategy and innovation file – sponsorship from the private</li> </ul>	<ul style="list-style-type: none"> <li>• <b>Activate</b> the investment file – in-market activity, marketing, network and advocacy, supported by database and business intelligence activities (leading to lead generation, business case development, business process automation).</li> <li>• 50% increase to opportunity flow to Deal Pipeline</li> <li>• Up to 5 FID by end 2021 and a rapid increase thereafter</li> <li>• Activate the trade file – in-region activity, marketing, outreach, coaching up to 20 companies per year</li> </ul>	<ul style="list-style-type: none"> <li>• <b>Limited</b> In Market activity, marketing, network and advocacy, including limited support by database and business intelligence activities</li> <li>• Limited increase to opportunity flow to Deal Pipeline</li> <li>• Up to 3 FID by end 2021 and a moderate increase thereafter</li> <li>• Trade file remains inactive</li> <li>• Activate the strategy and innovation file – sponsorship from the private sector, advocacy, advertising/communication.</li> </ul>	<ul style="list-style-type: none"> <li>• <b>Extremely limited</b> In Market activity, marketing, network and advocacy, and business intelligence activities</li> <li>• Very limited increase to opportunity flow to Deal Pipeline</li> <li>• Up to 3 FID by end 2021 and a slow increase thereafter</li> <li>• Trade file remains inactive</li> <li>• Activate the strategy and innovation file – sponsorship from the private sector, advocacy, advertising/communication at a reduced scale.</li> </ul>

	<ul style="list-style-type: none"> <li>sector, advocacy, advertising/communication.</li> <li>Organization moves from reactive to proactive.</li> <li>Ability to drive change and fully deliver on mandate.</li> <li>Still lean &amp; focused to adequately meet outcomes.</li> </ul>	<ul style="list-style-type: none"> <li>Activate the strategy and innovation file – sponsorship from the private sector, advocacy, advertising/communication.</li> <li>Organization moves from reactive to proactive.</li> <li>Ability to drive change and deliver on mandate but at a slower rate.</li> <li>lean &amp; focused can meet outcomes but at reduced tempo.</li> </ul>	<ul style="list-style-type: none"> <li>Organization moves from reactive to proactive more slowly</li> <li>Ability to drive change and deliver on mandate but at a much slower rate.</li> <li>Prioritized to deliver in FDI first.</li> </ul>	<ul style="list-style-type: none"> <li>Remain largely reactive to opportunities.</li> <li>Ability to drive change and deliver on mandate but at a much slower rate.</li> <li>Prioritized to deliver in FDI first.</li> </ul>
<b>Leveraging</b>	<ul style="list-style-type: none"> <li>Provincial Grant Request for \$3M.</li> <li>Opportunity for other Provincial/Federal Program dollars.</li> <li>Municipal dollars leveraged by factors of 10-fold.</li> </ul>	<ul style="list-style-type: none"> <li>Provincial Grant Request for \$3M.</li> <li>Opportunity for other Provincial/Federal Program dollars.</li> <li>Municipal dollars leveraged by factors of 10-fold.</li> </ul>	<ul style="list-style-type: none"> <li>Unable to fully leverage Provincial Grant Request for \$3M.</li> <li>Opportunity for other Provincial/Federal Program dollars. Permits fully accessing \$727k Federal matched dollars.</li> <li>Municipal dollars leveraged by factors of 10-fold.</li> </ul>	<ul style="list-style-type: none"> <li>Unable to fully leverage Provincial Grant Request for \$3M.</li> <li>Opportunity for other Provincial/Federal Program dollars. Not able to access secured \$727k Federal matching dollars.</li> <li>Municipal dollars leveraged by factors of 10-fold.</li> <li>Have operating dollars but little programming dollars.</li> </ul>
<b>Product Development</b>	<ul style="list-style-type: none"> <li>Increased Business Development Sales funnel throughput by a factor of 100%.</li> <li>Fully developed opportunities within our focus sectors that we are proactively taking to market.</li> <li>Significantly enhance the facilitation regional role and investment readiness</li> </ul>	<ul style="list-style-type: none"> <li>Increased Business Development Sales funnel through put by a factor of 50%.</li> <li>Activate Trade business line.</li> <li>Activate Business Partnerships.</li> </ul>	<ul style="list-style-type: none"> <li>Limited to 4 Business Cases supporting Regional Value Proposition.</li> </ul>	<ul style="list-style-type: none"> <li>Limited to 2 Business Cases supporting Regional Value Proposition.</li> </ul>

	capacity within the region through product and service delivery to our Shareholders, partners and the broader ecosystem.	<ul style="list-style-type: none"> <li>• Incremental increase in ability to host and partner on investor focused events in-region.</li> <li>• Ability to host and partner on a stronger selection of investor focused events.</li> <li>• Build out of full business cases for the sectors.</li> </ul>		
<b>Marketing</b>	<ul style="list-style-type: none"> <li>• Accelerating results and full activation in-market and within the eco system of: <ul style="list-style-type: none"> <li>○ Edmonton Metropolitan Region narrative and place brand activated in target markets and with key audiences around the world.</li> <li>○ Implementation of marketing, communications digital strategy including advanced CRM tracking and segmentation strategies deployed.</li> <li>○ Investor targeted in-market awareness generation, advertising, content production (video, photos, articles), webinars and broadcast ability, emerging sector fact sheets, increased targeted social, events and conferences, language translations, etc.</li> <li>○ Detailed content for specific investor inquiries including drone footage, photography, and granular data.</li> </ul> </li> <li>• Advanced analytics to track, test, and improve digital strategies and continually improve deal flow.</li> </ul>	<ul style="list-style-type: none"> <li>• Increased online capacity and implementation of first-stage digital strategy (in-bound and out-bound campaigns tied to CRM).</li> <li>• Increase Communications Capacity &amp; delivery focused on awareness building among international and in-region partners.</li> </ul>	<ul style="list-style-type: none"> <li>• Delayed or limited activation of marketing, communications, and awareness generation in-market or support for events targeting investor visits to the region.</li> </ul>	<ul style="list-style-type: none"> <li>• Delayed or postponed activation of marketing, communications, and awareness generation in-market or support for events targeting investor visits to the region.</li> </ul>

<b>Regional Database</b>	<ul style="list-style-type: none"> <li>Fully activates the Business Intelligence unit including quality of data produced, accessing that data by international investors, Shareholders, partners &amp; Stakeholders.</li> <li>Enhanced GIS mapping data to aid investors in understanding region and site selection.</li> <li>Commissioned reports on region's competitive advantages to be included in value prop to international audiences.</li> <li>Edmonton Global provide free database access regional network partners, including federal, provincial partners and selected stakeholders such as investment promotion consultants (site selectors).</li> </ul>	<ul style="list-style-type: none"> <li>Enhanced build out of the regional database.</li> <li>Increase the throughput, and reduced wait times, of the business intelligence unit in terms of response-to-RFIs, response to information-requests, and briefings to clients and investors.</li> <li>Streamlined integration between marketing and trade, and marketing and investment activities.</li> <li>Enhanced tools for database management, data mining</li> <li></li> <li>Access to the Edmonton Global database provided to all regional network partners.</li> <li>Access to the regional database to stakeholders on a cost recovery (&amp;/or in-kind) basis.</li> </ul>	<ul style="list-style-type: none"> <li>Build out of the Edmonton Global database.</li> <li>Access to the database by partners on a subsidized cost recovery basis.</li> <li>Very limited access to the database by stakeholders (discretionary only).</li> </ul>	<ul style="list-style-type: none"> <li>Delayed or postponed build-out of the regional database (which provides information on properties, labour market, cost of living and cost of doing business, and supply chains information).</li> <li>Access to the database by partners on a cost recovery basis only.</li> <li>External partners and shareholders will not be able to access the database.</li> </ul>
<b>Investor Journey</b>	<ul style="list-style-type: none"> <li>Implementation of journey mapping to track and plot all interactions with investors with connection to marketing nurturing campaigns to enhance and accelerate deal flow.</li> <li>Track and implement people and technical solutions to identify, improve, and resolve investor stuck points, improve progression rates and length of time across sales funnel</li> </ul>	<ul style="list-style-type: none"> <li>Increased regional business participation in investment attraction and improving region's value proposition (i.e. formation of sector advisory groups).</li> <li>Regional economic impact assessments conducted by an independent third party on deals won, including post-mortem on investor journey.</li> </ul>	<ul style="list-style-type: none"> <li>Capacity to perform post-mortems on all deals won/lost.</li> <li>Establishing partnerships with regional businesses who play a key role in investor journey (i.e. utilities, construction, post-secondary etc).</li> </ul>	<ul style="list-style-type: none"> <li>Develop investor journey map and identify stakeholders involved at each step of the journey.</li> <li>Identify ways to improve our investor information request processes and packages.</li> <li>Development of business engagement strategy to involve regional businesses in</li> </ul>

	<ul style="list-style-type: none"> <li>Capacity to lead major regional investment readiness initiatives (i.e. broadband, incentives etc.).</li> <li>Develop a comprehensive inventory of assets and sector-based clusters in the region for marketing and investor targeting.</li> </ul>			investment attraction efforts, limited capacity to implement. <ul style="list-style-type: none"> <li>Ongoing monitoring of global competitiveness and investment readiness and provide recommendations for improvement.</li> </ul>
<b>Dollar Top Up Funding Ask</b>	\$ 5,000,000	\$ 3,000,000	\$ 1,300,000	\$ 0
<b>Total Budget</b>	\$ 8,000,000	\$ 6,000,000	\$ 4,300,000	\$ 3,000,000

Edmonton Global Shareholder Contributions  
2020 Budget Top Up Options  
CONFIDENTIAL

Municipality	Option A - Optimal Top Up Cost Allocation Total (\$)	Current 2020 Allocation Total (\$)	Cost Allocation 2020 Total (\$)	Investment Value (\$1 Mun: Regional \$)
City of Edmonton	\$ 3,293,976.25	\$ 1,261,307.97	\$ 4,555,284.22	1:2
City of Fort Saskatchewan	\$ 115,647.90	\$ 49,993.65	\$ 165,641.55	1:42
City of Leduc	\$ 124,121.23	\$ 53,221.57	\$ 177,342.80	1:39
City of Spruce Grove	\$ 127,658.68	\$ 54,569.08	\$ 182,227.76	1:38
City of St. Albert	\$ 239,917.05	\$ 97,353.85	\$ 337,270.90	1:21
Leduc County	\$ 109,531.33	\$ 47,667.00	\$ 157,198.33	1:45
Parkland County	\$ 162,764.71	\$ 67,954.15	\$ 230,718.86	1:30
Strathcona County	\$ 485,561.34	\$ 190,989.10	\$ 676,550.44	1:10
Sturgeon County	\$ 112,320.46	\$ 48,727.66	\$ 161,048.12	1:43
City of Beaumont	\$ 71,614.91	\$ 33,209.81	\$ 104,824.72	1:67
Town of Bon Accord	\$ -	\$ 11,596.56	\$ 11,596.56	
Town of Devon	\$ 30,419.61	\$ 17,509.75	\$ 47,929.36	1:146
Town of Gibbons	\$ 19,671.69	\$ 13,413.62	\$ 33,085.31	1:212
Town of Morinville	\$ 40,184.01	\$ 21,230.96	\$ 61,414.97	1:114
Town of Stony Plain	\$ 66,610.82	\$ 31,302.63	\$ 97,913.45	1:82
SHARHOLDER TOTAL	\$ 5,000,000.00	\$ 2,000,047.35	\$ 7,000,047.35	
GOVERNMENT FUNDING	\$ -	\$ 1,000,000.00	\$ 1,000,000.00	
TOTAL BUDGET	\$ -	\$ 3,000,047.35	\$ 8,000,047.35	

Municipality	Option B - Enhanced Top Up Cost Allocation Total (\$)	Current 2020 Allocation Total (\$)	Cost Allocation 2020 Total (\$)	Investment Value (\$1 Mun: Regional \$)
City of Edmonton	\$ 1,940,053.79	\$ 1,261,307.97	\$ 3,201,361.76	1:2
City of Fort Saskatchewan	\$ 72,376.31	\$ 49,993.65	\$ 122,369.96	1:41
City of Leduc	\$ 77,355.48	\$ 53,221.57	\$ 130,577.05	1:38
City of Spruce Grove	\$ 79,434.19	\$ 54,569.08	\$ 134,003.27	1:37
City of St. Albert	\$ 145,400.45	\$ 97,353.85	\$ 242,754.30	1:21
Leduc County	\$ 68,782.04	\$ 47,667.00	\$ 116,449.04	1:43
Parkland County	\$ 100,063.50	\$ 67,954.15	\$ 168,017.65	1:30
Strathcona County	\$ 289,748.12	\$ 190,989.10	\$ 480,737.22	1:10
Sturgeon County	\$ 70,421.01	\$ 48,727.66	\$ 119,148.67	1:42
City of Beaumont	\$ 46,501.25	\$ 33,209.81	\$ 79,711.06	1:63
Town of Bon Accord	\$ -	\$ 11,596.56	\$ 11,596.56	
Town of Devon	\$ 22,293.70	\$ 17,509.75	\$ 39,803.45	1:126
Town of Gibbons	\$ 15,977.92	\$ 13,413.62	\$ 29,391.54	1:170
Town of Morinville	\$ 28,031.54	\$ 21,230.96	\$ 49,262.50	1:101
Town of Stony Plain	\$ 43,560.70	\$ 31,302.63	\$ 74,863.33	1:67
SHAREHOLDER TOTAL	\$ 3,000,000.00	\$ 2,000,047.35	\$ 5,000,047.35	
GOVERNMENT FUNDING	\$ -	\$ 1,000,000.00	\$ 1,000,000.00	
TOTAL BUDGET	\$ -	\$ 3,000,047.35	\$ 6,000,047.35	

Municipality	Option C - Enhanced Top Up Cost Allocation Total (\$)	Current 2020 Allocation Total (\$)	Cost Allocation 2020 Total (\$)	Investment Value (\$1 Mun: Regional \$)
City of Edmonton	\$ 789,219.70	\$ 1,261,307.97	\$ 2,050,527.67	1:20
City of Fort Saskatchewan	\$ 35,595.45	\$ 49,993.65	\$ 85,589.10	1:39
City of Leduc	\$ 37,604.59	\$ 53,221.57	\$ 90,826.16	1:36
City of Spruce Grove	\$ 38,443.37	\$ 54,569.08	\$ 93,012.45	1:35
City of St. Albert	\$ 65,061.33	\$ 97,353.85	\$ 162,415.18	1:20
Leduc County	\$ 34,145.13	\$ 47,667.00	\$ 81,812.13	1:40
Parkland County	\$ 46,767.48	\$ 67,954.15	\$ 114,721.63	1:29
Strathcona County	\$ 123,306.89	\$ 190,989.10	\$ 314,295.99	1:10
Sturgeon County	\$ 34,806.47	\$ 48,727.66	\$ 83,534.13	1:40
City of Beaumont	\$ 25,154.64	\$ 33,209.81	\$ 58,364.45	1:57
Town of Bon Accord	\$ -	\$ 11,596.56	\$ 11,596.56	
Town of Devon	\$ 15,386.68	\$ 17,509.75	\$ 32,896.43	1:100
Town of Gibbons	\$ 12,838.21	\$ 13,413.62	\$ 26,251.83	1:126
Town of Morinville	\$ 17,701.95	\$ 21,230.96	\$ 38,932.91	1:85
Town of Stony Plain	\$ 23,968.10	\$ 31,302.63	\$ 55,270.73	1:60
SHAREHOLDER TOTAL	\$ 1,300,000.00	\$ 2,000,047.35	\$ 3,300,047.35	
GOVERNMENT FUNDING	\$ -	\$ 1,000,000.00	\$ 1,000,000.00	
TOTAL BUDGET	\$ -	\$ 3,000,047.35	\$ 4,300,047.35	

Municipality	Option D - No Top Up Cost Allocation Total (\$)	Current 2020 Allocation Total (\$)	Cost Allocation 2020 Total (\$)	Investment Value (\$1 Mun: Regional \$)
City of Edmonton	\$ -	\$ 1,261,307.97	\$ 1,261,307.97	1:20
City of Fort Saskatchewan	\$ -	\$ 49,993.65	\$ 49,993.65	1:40
City of Leduc	\$ -	\$ 53,221.57	\$ 53,221.57	1:38
City of Spruce Grove	\$ -	\$ 54,569.08	\$ 54,569.08	1:37
City of St. Albert	\$ -	\$ 97,353.85	\$ 97,353.85	1:21
Leduc County	\$ -	\$ 47,667.00	\$ 47,667.00	1:42
Parkland County	\$ -	\$ 67,954.15	\$ 67,954.15	1:29
Strathcona County	\$ -	\$ 190,989.10	\$ 190,989.10	1:10
Sturgeon County	\$ -	\$ 48,727.66	\$ 48,727.66	1:41
City of Beaumont	\$ -	\$ 33,209.81	\$ 33,209.81	1:60
Town of Bon Accord	\$ -	\$ 11,596.56	\$ 11,596.56	
Town of Devon	\$ -	\$ 17,509.75	\$ 17,509.75	1:114
Town of Gibbons	\$ -	\$ 13,413.62	\$ 13,413.62	1:149
Town of Morinville	\$ -	\$ 21,230.96	\$ 21,230.96	1:94
Town of Stony Plain	\$ -	\$ 31,302.63	\$ 31,302.63	1:64
SHAREHOLDER TOTAL	\$ -	\$ 2,000,047.35	\$ 2,000,047.35	
GOVERNMENT FUNDING	\$ -	\$ 1,000,000.00	\$ 1,000,000.00	
TOTAL BUDGET	\$ -	\$ 3,000,047.35	\$ 3,000,047.35	

Note 1: The Town of Bon Accord has been removed from the Top Up Options per the approved May 28, 2020 Shareholder withdrawal; the Town of Bon Accord's Annual Shareholder contributions will remain at \$ 11,596.56 until October 2, 2021.  
Note 2: GOVERNMENT FUNDING identifies only awarded grants or contribution agreements for 2020. Some of these funds cannot be activated without matching contributions.