

**COMMITTEE-OF-THE-WHOLE MEETING AGENDA  
MONDAY, AUGUST 20, 2018 AT 5:00 P.M.  
LEDE ROOM, LEDUC CIVIC CENTRE  
1 ALEXANDRA PARK, LEDUC, ALBERTA  
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*Admin.  
Est. of Time*

**I. APPROVAL OF AGENDA**

**II. ADOPTION OF PREVIOUS NOTES**

- a) Approval of Notes of the Committee-of-the-Whole Meeting held Monday, July 9, 2018

**III. DELEGATIONS & PRESENTATIONS**

**IV. BUSINESS ARISING FROM PRESENTATIONS**

**V. IN-CAMERA ITEMS**

**VI. RISE AND REPORT FROM IN-CAMERA ITEMS**

**VII. REPORTS FROM COMMITTEE & ADMINISTRATION**

- |                            |   |            |
|----------------------------|---|------------|
| M. Hay / C. Bole           | a) City of Leduc Strategic and Corporate Business Plan Implementation | 20 minutes |
| K. Jones /<br>C. Labrecque | b) Regional Context Statement   | 30 minutes |
| D. Melvie /<br>J. Cannon   | c) Grants to Organizations Budget Practices                           | 20 minutes |
| J. Graham                  | d) IT Support to Council  | 15 minutes |

**VIII. INFORMATION ITEMS**

**IX. ADJOURNMENT**

I.

# **APPROVAL OF AGENDA**

This is your opportunity to make an addition, deletion or revision  
to the Agenda

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Present: Mayor B. Young, Councillors B. Beckett, G. Finstad, L. Hansen, T. Lazowski and L. Tillack

Also Present: I. Sasyniuk, A/City Manager and S. Davis, City Clerk

Absent: Councillor B. Hamilton

Mayor B. Young called the meeting to order at 5:03 pm.

**I. APPROVAL OF AGENDA**

**MOVED** by Councillor B. Beckett that the Committee approve the agenda with the following amendment:

**VII. REPORTS FROM COMMITTEE & ADMINISTRATION**

**b) Facility Master Plan**

will be heard In-Camera pursuant to s. 24 & 25 of the *FOIP Act*.

Motion Carried Unanimously

**II. ADOPTION OF PREVIOUS NOTES**

**a) Approval of the Notes of the Committee-of-the-Whole Meeting held on Monday, June 18, 2018**

**MOVED** by Councillor G. Finstad that the notes of the Committee-of-the-Whole meeting held on Monday, June 18, 2018, be approved as presented.

Motion Carried Unanimously

**b) Approval of the Notes of the Committee-of-the-Whole Meeting held on Monday, June 25, 2018**

**MOVED** by Councillor B. Beckett that the notes of the Committee-of-the-Whole meeting held on Monday, June 25, 2018, be approved as presented.

Motion Carried Unanimously

**III. DELEGATIONS & PRESENTATIONS**

There were no delegations or presentations.

**IV. BUSINESS ARISING FROM PRESENTATIONS**

**V. IN-CAMERA ITEMS**

**MOVED** by Councillor L. Hansen that Committee-of-the-Whole move In-Camera at 5:47 pm to discuss:

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- a) Leduc Baseball Association  
*FOIP s. 24*
  - b) Community Partnership Opportunity  
*FOIP s 16, 24 & 25*
  - c) Property Assessment  
*FOIP s. 24*
  - d) Governance  
*FOIP s. 24*
  - e) Facility Master Plan  
*FOIP s. 24 & 25*

Motion Carried Unanimously

**MOVED** by Councillor B. Beckett that the Committee-of-the-Whole move In-Public at 6:51 p.m.

Motion Carried Unanimously

**VI. RISE AND REPORT FROM IN-CAMERA ITEMS**

For Items a) through d) only Committee members and the City Clerk were in attendance.

- a) **Leduc Baseball Association**  
*FOIP s. 24*

Mayor B. Young provided an update.

- b) **Community Partnership Opportunity**  
*FOIP s 16, 24 & 25*

Mayor B. Young advised that the matter will be coming back to the third meeting in September (September 24, 2018).

**Responsible  
Department**

Mayor B. Young answered the Committee's questions.

CPS

- c) **Property Assessment**  
*FOIP s. 24*

Mayor B. Young provided an update and answered the Committee's questions.

- d) **Governance**  
*FOIP s. 24*

Mayor B. Young advised of governance requirements.

- e) **Facility Master Plan**  
*FOIP s. 24 & 25*

B. Knisley, Director, Facilities and Property Services, Councillor B. Beckett, and D. Melvie, General Manager, Community and Protective Services, made a presentation and provided a handout to Committee members (Attached).

**Responsible  
Department**

IP



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B. Knisley, Councillor B. Beckett, D. Melvie, M. Pieters, General Manager, Infrastructure and Planning, and I. Sasyniuk A/City Manager answered the Committee's questions.

The handout will be provided to Finance to assist with budget preparation for the next 3 – 4 years.

This matter is to be brought forward for further discussion in the Fall of 2018.

**VII. REPORTS FROM COMMITTEE & ADMINISTRATION**

**a) New Council Engagement Initiative**

N. Booth, Manager, Communications and Marketing Services, spoke to the initiative brought up by Council of "Coffee Talks". Administration wants to ensure that the public are comfortable sitting down and spending time talking with Council, and that there is good communication around the initiative.

Committee members were in favour of Option 3 set out in the report, which is a combination of attending existing events as well as inviting residents to events at local businesses. The initiative will be called "Council Chat".

N. Booth answered the Committee's questions.

**b) Facility Master Plan**

This item was moved to: V. - In-Camera Items

**c) Downtown Business Association Funding Review**

H. Wilson, Manager, Economic Development, advised Committee members of his understanding of issues facing the Downtown Business Association ("DBA").

H. Wilson went over the options set out in the report for supporting the DBA and provided a 4<sup>th</sup> Option: 1 year funding, with a commitment from the DBA to raise funds, which could be matched by the City, through: 1) memberships; 2) events; and 3) sponsorships.

Committee members asked if an environmental scan has been done to ascertain how many business are involved, or interested in becoming involved, in the DBA.

H. Wilson answered the Committee's questions.

Committee members would like to see the DBA work collaboratively with the Chamber.

**VIII. GOVERNANCE**

There was no discussion.

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**IX. COUNCIL CALENDAR UPDATES**

There were no Council calendar updates.

**X. INFORMATION ITEMS**

There were no information items.

**XI. ADJOURNMENT**

The meeting adjourned at 6:53 pm.

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B. YOUNG

Mayor

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S. DAVIS

City Clerk

# **ADOPTION OF PREVIOUS NOTES**

Notes of the Committee-of-the-Whole Meeting  
– July 9, 2018

\* VI.e. Facility Master Plan

Attachment Removed Pursuant to Sections 24 & 25 of the FOIP  
Act.

III.

**DELEGATIONS  
&  
PRESENTATIONS**

IV.

**BUSINESS ARISING  
FROM  
PRESENTATIONS**

V.

# **IN-CAMERA ITEMS**

VI.

## **RISE AND REPORT FROM IN-CAMERA ITEMS**

**MEETING DATE:** August 20, 2018

**SUBMITTED BY:** Michelle Hay, Director, Intergovernmental Affairs and Corporate Planning

**PREPARED BY:** Cristal Bole, Corporate Performance Advisor

**REPORT TITLE:** City of Leduc Strategic and Corporate Business Plan Implementation

## REPORT SUMMARY

This report provides Council with an opportunity to review and provide feedback on the 2019-2022 strategic action plan. This plan contemplates the actions, if approved through budget, which administration would implement to achieve progress against Council's 2019-2022 Strategic Plan.

## BACKGROUND

The City of Leduc corporate planning framework has evolved tenfold in the past five years. In an effort to create a robust, decisive and custom corporate planning system, the Corporate Planning team focuses on ongoing research and evaluation of best practices and continuous improvement.

### THE CORPORATE PLANNING FRAMEWORK

Following the electoral cycle, the corporate planning framework begins by engaging with the community to understand their needs and wants. A post-election debrief with Council to identify operational and strategic issues raised during campaigning also takes place. This knowledge assists Council with reaffirming the community's long-term vision, mission and values and then defining, goals, outcomes and strategies for their term. Between January and May 2018, this body of work formed the City of Leduc 2019-2022 Strategic Plan.

Once Council creates the strategic plan, the executive team undertakes the development of the corporate business plan. The corporate business plan identifies both Council's and other administrative strategies that will be followed in support of achieving Council's strategic plan outcomes. The focus for executive in 2018 though, was to contemplate and confirm the actions that could be carried out over then entire term of the strategic plan. This resulted is the development of a 2019-2022 strategic action plan – a new element to our corporate planning framework, but more importantly, a focused approach to how Executive is going to deliver on Council's goals. These actions were developed through:

- Workshops with internal subject matter experts;
- What we heard from the community;
- What we heard from Council during orientation and strategic planning committee sessions.

In consideration of existing workloads and projects, executive planned out when the actions could start and end, recognizing that many span multiple years.

Following the creation of the corporate business plan, business unit directors and managers develop their operational plans and budgets. The strategic plan, corporate business plan and most importantly, the new strategic action plan provide a clear and decisive foundation. These documents direct our efforts and influence budgetary considerations.



The combination of these planning framework documents creates a clear line of sight for city staff to optimize their contribution and support maintaining an engaged civic administration. This also creates alignment between city council and administration sustaining a real, strategic advantage the city of Leduc has achieved for the past number of years.



## KEY ISSUES:

### UNDERSTANDING THE 2019-2022 STRATEGIC ACTION PLAN

Executive's 2019-2022 strategic action plan is organized by goal, outcome and strategy. It identifies the name of actions, followed by type of action (new or existing) and the year(s) the action would be budgeted and implemented. With administration's commitment to service excellence, it is important to note, that many actions span multiple years to allow for proper research, investigation, planning, implementation and evaluation.

Actions in the plan are also colour coded to denote the department that will assume primary responsibility.

### ANNUAL REVIEW OF THE STRATEGIC ACTION PLAN

Annual review of the strategic action plan will take place during the strategic planning committee meeting. This critically important review by Council will reaffirm that Council initiatives are appropriately defined to provide guidance for administration and properly sequenced throughout Council's term. Time will be set aside to evaluate the progress to date, identify emerging issues and trends and address any course corrections.

## REPORTING PROGRESS ON THE STRATEGIC PLAN

The actions in the strategic action plan will form the basis of reporting on 2019 results and beyond. Council's quarter two and three strategic plan progress reports will contain updates on the actions in the plan that have been identified in any given year. As well, the annual reports will contain the year end update for the corresponding actions in that year.

### ATTACHMENTS:

1. 2019-2022 Strategic Action Plan

## RECOMMENDATION

This report is for information only.

### Others Who Have Reviewed this Report

D. Melvie, A/City Manager / B. Loewen, City Solicitor / I. Sasyniuk, General Manager, Corporate Services / D. Melvie, General Manager, Community & Protective Services / B. Knisley, A/General Manager, Infrastructure & Planning



# 2019-2022 STRATEGIC ACTION PLAN

*The strategic action plan is a new addition to our corporate planning framework. It contains proposed actions developed by Executive that will be undertaken in the organization from 2019-2022 that will contribute to the achievement of both Council and administrative outcomes in the strategic and corporate business plans. The proposed actions will also align to budget 2019.*

*The following actions were identified through discussions with Council (orientation, strategic planning), review of the 2018 operational plans (recurring/multi-year initiatives and projects) and discussions with subject matter experts and Executive.*

*While this information was captured at a point in time, administration will undertake semi-annual reviews of these actions to adjust to changes in our internal and external environment. The 2019 actions are embedded in the appropriate business unit operational plan and budget, and will form the basis for reporting progress to Council and Executive next year (pending budget approval).*

## Legend

Purple Font	City Manager's Office Responsibility
Blue Font	Community and Protective Services Responsibility
Orange Font	Corporate Services Responsibility
Green Font	Infrastructure and Planning Responsibility
Black Font	Responsible department yet to be determined or spans multiple departments
(N) New	Is not currently funded in operating or capital
(E) Existing	Is currently funded in operating or capital
x	Identifies the year work will take place*

\* Investigation/planning and implementation of initiatives should take place in different, but consecutive years, where possible.

## GOAL 1 - A CITY WHERE PEOPLE WANT TO LIVE, WORK AND PLAY

### OUTCOME

The City of Leduc is recognized as a great place to live as it is a safe, healthy, active, creative and caring community. It has a solid reputation for active citizen engagement and inclusivity, as well as respect for diversity. Its infrastructure efficiently and effectively meets the needs of a growing community and community organizations. Residents have access to recreation, arts and culture, housing and employment. The business community is strong and is the backbone of our economy.

STRATEGY 1 – Enhance citizen engagement, with a focus on youth, in shaping and building our community.					
Actions	New/Existing	2019	2020	2021	2022
Implement enhancements to Meeting Management (i.e. document search, meeting recording/live feeds, etc.)	E	x			
Enhance the Mock Council Initiative for Students	E	x			
Investigate best practices and new opportunities for youth engagement and report recommendations to Council – asking youth what they want in 2018, report recommendations in 2019.	E & N	x			
Investigate and implement seed/grant funding for a grassroots initiative that could be administered by a City Board or Committee	N		x	x	
Improve utilization of Engage Leduc	E	x			
Investigate and implement a public engagement framework (processes, resources) leveraging the Engage Leduc platform	N	x	x		
Investigate and implement customer service/citizen reporting tool – one city-wide tool for tracking inquiries, complaints, feedback and action taken	N		x	x	
Investigate and implement open data strategy and program	N		x	x	

STRATEGY 2 – Deliver high quality municipal programs and services that improve quality of life.					
Actions	New/Existing	2019	2020	2021	2022
Administrative evaluation of an enhanced service review system, framework, process, software.	N			x	x
Continue implementing crime prevention programming in partnership with RCMP with a focus on youth and the property crime unit	E	x	x	x	x
Review roles and responsibilities with agencies to ensure ongoing collaboration	N	x			



Implement new FCSS communications strategy	E	x			
Continue implementing the Leduc Emergency Management Agency (LEMA)	E	x	x	x	x
Leverage the false alarm bylaw to reduce the number of false alarms	E	x			
Continue implementation of the Business Concierge Service – staff to assist clients with accessing planning and development services	E	x	x	x	x
Continue to investigate and implement new technology that supports a safer community (light up cross walks, speed signs, elongated crossing detection, solar lights at bus stops)	E	x	x	x	x
Investigate and implement urban agriculture initiatives – west side community gardens	N	x	x		

**STRATEGY 3 – Improve accessibility and inclusivity for civic facilities and programs.**

Actions	New/Existing	2019	2020	2021	2022
Implement Fees and charges strategy	E	x			
Implement new youth wellness initiative and access opportunities – 2018 engagement, business case, 2019 implementation	N	x			
Implement changes to program space allocation practices and policies – scheduling city fields, programs, room use	E	x			
Investigate the opportunities for programming/facility/communications enhancements that support diversity and inclusiveness – what could this look like for the organization	N			x	

**STRATEGY 4 – Strengthen neighbourhood connections.**

Actions	New/Existing	2019	2020	2021	2022
Investigate archive framework as part of records management including resourcing	N		x		
Continue building awareness of the block party program with neighbourhoods – Administration to investigate streamlining the road closure process (too cumbersome)	E	x	x	x	x
Investigate community network/league models	N		x		
Investigate programs that support/encourage getting to know your neighbours	N	x			
Continue implementing the Good Neighbours Program	E	x	x	x	x

<b>STRATEGY 5 – Increase focus on arts and culture within Leduc.</b>					
<b>Actions</b>	<b>New/Existing</b>	<b>2019</b>	<b>2020</b>	<b>2021</b>	<b>2022</b>
Evaluate and enhance cultural programming	N		x	x	
Complete Arts Foundry Assessment in conjunction with the long-term facility master plan (feasibility/program needs) – determine city support	N	x			
Investigate and draft an Arts, Culture and Heritage Master Plan	N				x
Implement the LRC 10 <sup>th</sup> Anniversary Celebrations	N	x			
Continue with integration of the Maclab Theatre operations	E	x			
Continue implementing the Arts in Motion (Bus Pass) Initiative	E	x	x	x	x

<b>STRATEGY 6 – Reduce harms associated with substance abuse.</b>					
<b>Actions</b>	<b>New/Existing</b>	<b>2019</b>	<b>2020</b>	<b>2021</b>	<b>2022</b>
Implement new opioid and drug prevention programming	E	x			
Evaluate social impacts of cannabis legalization (all products)	N		x	x	

<b>STRATEGY 7 – Support a vibrant and connected volunteer sector.</b>					
<b>Actions</b>	<b>New/Existing</b>	<b>2019</b>	<b>2020</b>	<b>2021</b>	<b>2022</b>
Continue to celebrate volunteerism in the community	E	x	x	x	x
Investigate tracking volunteerism statistics	N	x			
Continue to offer municipal grant programs to community organizations	E	x	x	x	x
Investigate enhancements to the PRC Forum (focus beyond sports and recreation, increase information sharing, etc.)	E		x		x



## GOAL 2 - A CITY WITH A PLAN FOR THE FUTURE

### OUTCOME

The City of Leduc is recognized for its capacity to meet the current needs of its residents and businesses today and into the future through creative and innovative approaches. It ensures that sustainability is integrated into its economic development, community development and environmental protection initiatives. It consistently delivers excellent municipal programs, services and infrastructure without compromising its long-term financial sustainability. Residents and business owners and operators are satisfied with the value they receive for their tax dollars and the quality of its municipal infrastructure.

<b>STRATEGY 1 – Ensure that the City of Leduc has clear plans and strategies, supported by enabling technologies, to guide future growth with a high quality of life.</b>					
<b>Actions</b>	<b>New/Existing</b>	<b>2019</b>	<b>2020</b>	<b>2021</b>	<b>2022</b>
Draft new 2023-2026 Strategic Plan	N				X
Update and implement revised Parks Open Space and Trails Master Plan	E		X		
Update Multiway Master Plan	E	X			
Update the Long-term Fiscal Sustainability Plan	E		X		
Develop new fiscal policy regarding utilization of surplus	N	X			
Assess impact of IT Strategic Plan implementation on customer service	E		X		
Investigate and implement increased accountability and transparency for rate payers through a financial system upgrade and an open data strategy (i.e. new financial system (frameworks, software, processes, resources) for open data, accounting, budgeting, payroll, etc.))	N	X	X	X	X
Update and implement the revised IDP	E	X	X		
Update and implement the revised MDP	E	X	X		
Update and implement the revised Environmental Plan (includes weather and climate readiness)	E		X	X	
Update and implement the revised Water Master Plan	E	X	X		
Update the Transportation Master Plan	E			X	X
Update the Sanitary Master Plan	E	X			
Assess impacts of MGA amendments on off-site levies and determine future application	E	X	X	X	X
Review and update land-use bylaw including downtown zoning (mike to clarify interim review)	N		X	X	
Investigate and draft a Storm Water Master Plan	E		X	X	
Update Long-term Facility Master Plan	E				X

Investigate and draft a Smart City Strategy – organizational initiative	N			x	
Update attainable housing strategy	N				x
Evaluate land-use, business license and community standards impacts of cannabis legalization (all products)	N		x	x	

<b>STRATEGY 2 – Balance municipal development with the preservation of our natural environment.</b>					
<b>Actions</b>	<b>New/Existing</b>	<b>2019</b>	<b>2020</b>	<b>2021</b>	<b>2022</b>
Continue to investigate energy management initiatives including viable renewable energy	E	x	x	x	x
Implementation waste reduction initiatives for multi-family and ICF initiative, pending Council approval	N	x	x		
Preserve natural ER/MR eco-systems according the ESA study (10 areas identified)	N	x	x	x	x
Preserve the wildlife corridor between Telford Lake and Saunders Lake	N			x	x

<b>STRATEGY 3 – Optimize the use of existing municipal infrastructure.</b>					
<b>Actions</b>	<b>New/Existing</b>	<b>2019</b>	<b>2020</b>	<b>2021</b>	<b>2022</b>
Develop long term leasing and sponsorship strategy	N	x			
Continue phased implementation of the Asset Management Strategy	E	x	x	x	x
Update Infrastructure Condition Assessments (CCTV)	E	x		x	
Conduct Smart Traffic Feasibility Study	E	x			
Update PQI (pavement quality index) Assessment on roadways – road program currently funded through MSI	E	x	x		x
Evaluate lands adjoining the City of Leduc for future development potential (50 Year Growth Study)	E	x			

<b>STRATEGY 4 – Promote densification as a means of accommodating growth, promoting community vibrancy and reducing municipal cost structures.</b>					
<b>Actions</b>	<b>New/Existing</b>	<b>2019</b>	<b>2020</b>	<b>2021</b>	<b>2022</b>
Investigate opportunities to support densification including infill	N	x	x		
Advance the interest of the city of Leduc with EIA and Accord partners regarding AVPA relaxation for schools site at LRC and downtown residential	E		x		



## GOAL 3 – AN ECONOMICALLY PROSPEROUS CITY

### OUTCOME

The City of Leduc is open for business. It successfully leverages its proximity to an international airport and its access to road and rail infrastructure to attract and retain top commercial and industrial businesses, known as Alberta Aerotropolis. The local and regional economies are diversified and provide a wide range of employment opportunities. The City of Leduc is a regional employment centre with a thriving small business sector.

<b>STRATEGY 1 – Maximize Leduc's geographic location to increase economic prosperity.</b>					
<b>Actions</b>	<b>New/Existing</b>	<b>2019</b>	<b>2020</b>	<b>2021</b>	<b>2022</b>
Continue to implement marketing and communications strategy (i.e. tell our story, etc.)	E	x	x	x	x
Implement Aerotropolis ASPs (65 <sup>th</sup> Avenue ASP, Telford Lake ASP)	E	x			
Design and secure funding (advocacy and lobbying) 65 <sup>th</sup> Avenue	E	x	x	x	x
Investigate potential connectivity - to develop lands - in 65Av ASP area (potential connectivity to airport); Work with airport to explore connectivity between Leduc Common and airport; TMP	E	x			
Investigate opportunities that support local business and producers (farm to table events)	N				x

<b>STRATEGY 2 – Encourage economic growth and diversification in Aerotropolis primary clusters.</b>					
<b>Actions</b>	<b>New/Existing</b>	<b>2019</b>	<b>2020</b>	<b>2021</b>	<b>2022</b>
Continue to implement the Sports Tourism Master Plan	E	x	x	x	x
Implement an 'open for business' framework to attract and retain business (streamline regulatory and permitting services)	N	x			
Investigate promoting the multiplier effect of purchasing local in partnership with the Chamber	N		x		
Assess the feasibility and community readiness of building a conference centre as part of updating the Long-term Facility Master Plan	N				x
Investigate tourism opportunities and leverage events for the community – to discuss further	N			x	

<b>STRATEGY 3 – Review and strengthen Leduc's role, approach and delivery of local and regional economic development.</b>					
<b>Actions</b>	<b>New/Existing</b>	<b>2019</b>	<b>2020</b>	<b>2021</b>	<b>2022</b>

Optimize and define the roles of the City of Leduc and LNEA to align with Edmonton Global	E	x	x		
Support regional economic development initiatives by influencing strategic direction (e.g. Edmonton Global)	E	x	x	x	x

## GOAL 4 – A COLLABORATIVE COMMUNITY-BUILDER AND REGIONAL PARTNER

### OUTCOME

The City of Leduc is widely recognized as a trusted and effective partner in and around Leduc and is a leader at the Edmonton Metropolitan Region Board and Edmonton Global. It is cited as a leader in regional and inter-municipal collaboration. The city and Leduc County collaborate to identify and implement initiatives to improve services, share costs and drive economic outcomes.

STRATEGY 1 – Increase community building capacity to meet the needs and expectations of citizens by working collaboratively with stakeholders and partners within Leduc and across the region.					
Actions	New/Existing	2019	2020	2021	2022
Advocate the provincial government to maintain infrastructure, services and programs (i.e. hospital, downtown agency building, court house, advocating for a share of provincial revenues, schools)	N	x	x	x	x
Review and implement joint-use agreements (programming) with schools	N/E	x	x		
Continue to implement shared services with the RCMP and Province– identify additional provincial services that could be in the enhanced Leduc facility	E			x	
Continue to implement integrated crime reduction unit (ICRU) initiatives with the RCMP – monitoring prolific offenders	E	x	x	x	x
Facilitate discussion with community non-profit associations to determine opportunities for partnership and for shared space	N	x			
Support Linsford Park affordable housing project with Leduc Foundation	E	x	x		
Develop a servicing strategy (service, evaluation) for future school site(s)	N	x			
Implement the school site rationalization strategy	E	x			
Partner with telecom companies to bring Broadband to Leduc	E			x	x



Lead and manage regional commissions and authorities	E	x	x	x	x
Evaluate Phase 3 of the Downtown Master Plan (building upgrades, infrastructure, partnerships with Chamber, DBA and businesses)	N				x
Drive regional benefits through the EIA Cooperation Accord <ul style="list-style-type: none"> <li>Land-use framework</li> <li>Servicing and transportation framework</li> <li>Economic development framework</li> <li>Shared cost/shared benefit framework</li> </ul>	E/N	x	x	x	x

<b>STRATEGY 2 – Increase efficiency and effectiveness of delivering municipal programs, services and infrastructure by working collaboratively with other municipalities.</b>					
<b>Actions</b>	<b>New/Existing</b>	<b>2019</b>	<b>2020</b>	<b>2021</b>	<b>2022</b>
Investigate advancing the AMS initiative through public engagement and organizational design	N				x
Continue to support joint meetings with Leduc County and Town of Beaumont	E	x	x	x	x
Refine implementation plan for LRFS based upon agreed priority initiatives with Leduc County and objectives in the City's Fire Master Plan	N	x	x	x	x
Continue to participate in the EMRB Growth management through servicing, infrastructure, transportation and agriculture land, land-use and transit	E	x	x	x	x
Continue implementing County cost sharing agreements <ul style="list-style-type: none"> <li>recreation, culture and library cost share</li> <li>airport tax sharing</li> <li>boundary roads and facilities</li> <li>joint ownership of equipment</li> <li>transit and enhancements</li> </ul>	E	x	x	x	x
Investigate new shared service opportunities with Leduc County (e.g. FCSS, etc.)	N			x	

*This final goal was added to the 2019-2022 Corporate Business Plan by the Executive team as a means to improve organizational efficiency and effectiveness. Those actions that directly support governance and Council outcomes are included below as information.*

## **GOAL 5 – AN ORGANIZATION STRIVING FOR EXCELLENCE**

**OUTCOME 1** - The City of Leduc is an effective, healthy and safe workplace with talented and engaged employees that respect, support and enjoy one another. Leadership and the management of our human resources is enabled through workforce planning, performance management and capacity building programs. Organizational design and culture supports the delivery of programs and services, now and into the future.

*Executive developed various internally-focused strategies and actions to be carried out to support the achievement of this outcome.*

**OUTCOME 2** - The City of Leduc uses up-to-date tools and processes to support and enhance decision making and the delivery of programs and services. We use an enterprise-wide approach to continuous improvement and innovate accordingly. Our technology enables our plans and operations.

*Executive developed various internally-focused strategies and actions to be carried out to support the achievement of this outcome.*

**OUTCOME 3** - The City supports good government through effective interaction among the public, administration and Council. We support processes that involve community members in shaping our future while building a common understanding, trust and transparency.

<b>STRATEGY 1 – Optimize the governance structure.</b>					
<b>Actions</b>	<b>New/Existing</b>	<b>2019</b>	<b>2020</b>	<b>2021</b>	<b>2022</b>
Review Council structure and investigate opportunities that support the needs of the community	N			X	
Review the civic board and committee structure and investigate opportunities that support the needs of the community	N			X	

<b>STRATEGY 2 - Support good governance.</b>					
<b>Actions</b>	<b>New/Existing</b>	<b>2019</b>	<b>2020</b>	<b>2021</b>	<b>2022</b>
Review and conduct 2021 municipal election	N		X	X	
Conduct new Council orientation	N			X	

Continue to implement meeting management improvements and efficiencies	E	x			
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**OUTCOME 4** - The City of Leduc integrates regional and local interests by coordinating the experience and knowledge of our colleagues to address the dynamic, intricate and changing needs of the region.

<b>Strategy 1 – Build organizational capacity to support regional initiatives.</b>					
<b>Actions</b>	<b>New/Existing</b>	<b>2019</b>	<b>2020</b>	<b>2021</b>	<b>2022</b>
Implement a plan to build organizational capacity and resource regional initiatives - investigate in 2018, implement in 2019	N	x			
Identify the impacts of regional initiatives and the key drivers of work and align resources	N	x			
Assess impacts on extended leadership group regarding regionalism and the drive toward continuous improvement and internal collaboration	N	x			



**MEETING DATE:** August 20<sup>th</sup>, 2018

**SUBMITTED BY:** Cory Labrecque, Manager, Long Range Planning

**PREPARED BY:** Kari Jones, Long Range Planner II

**REPORT TITLE:** Regional Context Statement

## REPORT SUMMARY

Administration has prepared a draft Regional Context Statement (RCS) for Committee's review and consideration. The RCS is a mandatory and technical compliance exercise for the purpose of reporting to the Edmonton Metropolitan Region Board on how the City of Leduc's Municipal Development Plan complies with, or diverges from, the new 2017 Edmonton Metropolitan Region Growth Plan.

## BACKGROUND

### KEY ISSUES:

The Edmonton Metropolitan Region Growth Plan (EMRGP) came into force on October 26<sup>th</sup>, 2017, replacing the previous 2010 Capital Region Growth Plan. The newly approved EMRGP requires member municipalities to adopt a Regional Context Statement (RCS) by resolution and submit the RCS to the Edmonton Metropolitan Region Board (EMRB) for information in advance of updating their MDPs (Municipal Development Plans).

The RCS is a mandatory and technical compliance exercise that involves analyzing and identifying how the vision and policies within Leduc's Municipal Development Plan (MDP) conform with, or diverge from, the EMRGP. In areas where the MDP does not conform, the RCS must provide proposed future actions (i.e. MDP policy changes) to be undertaken during the upcoming 2019/2020 MDP update.

The City of Leduc's Planning department has thoroughly reviewed Leduc's MDP for alignment with the EMRGP to produce a draft RCS. It has become clear during this process that the majority of Leduc's MDP aligns with the overall spirit and intent of the EMRGP. However, there are some important updates that need to be made to the Leduc MDP during the 2019/2020 update process to ensure compliance with the new EMRGP. These proposed updates are outlined in the Regional Context Statement (attached to this report), and summarized below. It should be noted that draft RCS utilizes the EMRB's standardized template for this technical exercise.

### Summary of MDP changes proposed in the draft RCS:

- Identification of the City of Leduc's built up urban areas, urban centre, and major employment areas, as identified in Schedule 2 of the EMRGP.
- Adjustments to the minimum greenfield density target for new residential Area Structure Plans (i.e. 35 Units per Net Hectare), as per Schedule 6 of the EMRGP.
- Recognition of the new aspirational intensification targets for Leduc's built-up urban areas and aspirational urban centre density targets, as per Schedule 6 of the EMRGP, while ensuring that any residential redevelopment complies with the Province's AVPA (Airport Vicinity Protection Area) regulation.
- Identification of the opportunity to reference the EMRB Regional Transportation Priorities in the MDP, and include policy support for efforts to align Provincial priorities with EMRB's Regional Transportation Priorities.

## **Next Steps:**

1. Following Committee's review and discussion of the RCS at this Committee meeting, administration will bring the draft RCS to an upcoming Council meeting in September for Council's review and adoption by resolution.
2. The City of Leduc's RCS will be submitted to the EMRB as information (due to the EMRB by October 26<sup>th</sup>, 2018).
3. In 2019/2020, the City will undertake the EMRB's mandatory update of the MDP to ensure compliance with the EMRGP, based on the Regional Context Statement. The MDP update process will also provide the City a critical opportunity to gain community feedback, and ensure that the 2012 MDP is updated to fully reflect Council's vision for the City of Leduc's future growth.

## **RECOMMENDATION**

This report is for information and for generating feedback from Committee, prior to submission of the RCS to Council in September.

**Attachments:** Draft Regional Context Statement

Others Who Have Reviewed this Report

P. Benedetto, City Manager / M. Pieters, General Manager, Infrastructure & Planning



# CITY OF LEDUC-REGIONAL CONTEXT STATEMENT

On October 26<sup>th</sup>, 2017 the Edmonton Metropolitan Region Growth Plan came into force, pursuant to Section 708.1 of the Municipal Government Act. As part of the implementation of the new plan, member municipalities of the Edmonton Metropolitan Region Board (EMRB) are required to prepare a statement outlining how their existing Municipal Development Plans (MDP) conform with, or diverge from the plan, and how they will bring their MDP into compliance. Member municipalities are required to adopt their own Regional Context Statement by resolution and submit to the EMRB for information, within one year of the plan being approved by the Government of Alberta. The following is the City of Leduc's Regional Context Statement, utilizing the EMRB's template as per Appendix B.

## PART 1: METROPOLITAN REGIONAL STRUCTURE:

Metropolitan Regional Structure	Consistency Requirements	MDP Response	Action Required
<b><i>Identify relevant policy tier</i></b>	Metropolitan Area Tier	Relevant policy tier currently not identified in MDP.	The City of Leduc is within the metropolitan area policy tier. The future MDP will align with policies associated with this tier.
<b><i>Identify applicable structure components</i></b>	Built-up urban areas	Currently not represented.	To be identified in the MDP as areas developed within the City as of December 31st, 2016.
	Urban Centres	Currently not represented.	The urban centre will be identified in the MDP as per Schedule 2. The urban centre area in Leduc will be further explored and defined in the MDP update.
	Major employment areas	Currently not represented.	Major employment areas will be depicted and recognised in the MDP update.

## PART 2: GROWTH PLAN OBJECTIVES:

The EMRGP is organized into 6 main policy areas with defined objectives which aim to support a where and how to manage growth:

### #1: Economic Competitiveness and Employment

**Promote global economic competitiveness and regional prosperity.**

The City of Leduc's Municipal Development Plan (MDP) aligns with the following objective in that it strives for sustainable prosperity, promotes regional economic development through initiatives such as Aerotropolis planning, and ensures sustainable growth and development considering Leduc's geographic advantage provided by the QEII Highway, Canadian Pacific Railway, and the Edmonton International Airport.



Growth Plan Objectives	Consistency Requirements	MDP Response	Action Required
<b>1.1: Promote global economic competitiveness and diversification of the regional economy</b>		Section 3A- Regional Economic Development and Tourism and Local Economic Development and 3B- Local Economic Development, align and support this objective through strengthening Leduc's competitiveness in global markets, providing diversification of the regional economy through the Aerotropolis concept, and working with regional partners to share resources and promote sport, recreation, cultural and tourism activities in the region.	
<b>1.2: Promote job growth and the competitiveness of the region's employment base</b>		Section 3A- Regional Economic Development and Tourism adheres to Objective 1.2 in that it includes policies that support regional economic development to provide for a broad range of employment opportunities. Section 4A- Growth Management, #3, requires the development of non-residential land uses to create employment, with the goal of an assessment ratio of 40% non-residential development to 60% residential development.	
<b>1.3: Enhance competitiveness through the efficient movement of people, goods and services to, from and within the Region</b>		Section 4H-Transportation and Utility Servicing Infrastructures, Section 4G-Industrial and Business Park Development and Section 3A- Regional Economic Development and Tourism align with and support Objective 1.3 by providing the basis for development to be strategically located, planning for balanced and well located transportation system, and cooperating with regional partners to support regional transportation routes, transit hubs and corridors. These sections also support actively promoting development and economic activities in accordance with the regional Aerotropolis concept.	
<b>1.4: Promote the livability and prosperity of the Region and plan for the needs of a changing population and workforce</b>		Section 4 speaks to providing a variety of housing to ensure diversity in the City of Leduc as well as ensures the development of complete communities. More specifically Section 4B- General Land Use Planning supports the redevelopment of Downtown Leduc to include a mix of housing types, employment, services and amenities with access to a variety of transportation options. Section 5C- Healthy, Inclusive and Safe Communities aligns with this objective in that it ensures a high quality of life for Leduc residents by providing community services, ensuring safe communities and developments, and ensuring appropriate levels of services and amenities.	



## #2: Natural Living Systems

### Protect natural living systems and environmental assets.

The City of Leduc's MDP seeks "to protect, conserve and enhance Leduc's natural and constructed environments and systems". The MDP aligns with the following objectives in that it is in support of maintaining, conserving and restoring natural living system, watersheds, and corridors both locally and regionally. The MDP also seeks to employ sustainable development practices and energy efficiency.

Growth Plan Objectives	Consistency Requirements	MDP Response	Action Required
<b>2.1: Conserve and restore natural living systems through an ecological network approach</b>		Section 2F- Natural Areas & Urban Forest aligns with this objective in that it includes policies to conserve and protect natural areas in order to protect wildlife habitat, corridors, support to natural systems and providing recreational opportunities.	
<b>2.2: Protect regional watershed health, water quality and quantity</b>		Section 2D-Water Resources aligns with Objective 2.2 in that it includes policies in regards to protecting local and regional water resources and managing municipal water supply, including preserving natural streams in developed urban areas. Section 2F-Natural Areas & Urban Forest aligns with Objective 2.2 in that it seeks to protect natural areas including water resources and their riparian areas.	
<b>2.3: Plan development to promote clean air, land and water and address climate change impacts</b>		Section 2B - Clean Air and Greenhouse Gas Emissions, aligns with Objective 2.3 in that it looks at supporting the improvement of air quality and the reduction of greenhouse gas emissions through encouraging the use of alternative transportation methods, working on initiatives to reduce emissions and working to assess measures to deal with the effects of climate change. Section 2C- Energy Efficiency includes policies that promote energy efficiency through public transportation, land use planning, subdivision, building practices and through implementing an energy management plan for City operations. Section 4B- General Land Use Planning, #17 promotes low impact development, environmental design, green building techniques, and innovative servicing technologies.	
<b>2.4: Minimize and mitigate the impacts of regional growth on natural living systems</b>		Section 2F - Natural Areas & Urban Forest includes a comprehensive list of policies that look to conserve and protect natural areas and systems.	



### #3: Communities and Housing

**Recognize and celebrate the diversity of communities and promote an excellent quality of life across the Region.**

The City of Leduc's MDP has a major emphasis on fostering and maintaining a high quality of life for its residents through the development of complete communities, providing diversity of housing, and by providing access to transportation, employment, recreation and culture.

Growth Plan Objectives	Consistency Requirements	MDP Response	Action Required
<b>3.1: Plan and develop complete communities within each policy tier to accommodate people's daily needs for living at all ages</b>	Minimum Greenfield Residential Density	<p>Sections 4 A-H includes policies that are generally consistent with Table 1-B- Metropolitan Area.</p> <p>Section 4B- General Land Use Planning, #4 and #12 aligns with Objective 3.1 in that it requires the availability of municipal services prior to subdivision and development of the land as well as requires that new residential developments provide a variety of housing types, commercial development, community services, education facilities and other amenities to ensure the development of complete communities.</p> <p>Section 4E- New Residential Development, #9 and 10, speak specifically to greenfield development and ensuring all new residential neighbourhoods are developed as complete communities with full access to services and amenities. Section 4E, #2 requires all new ASPs to achieve densities mandated by the EMRB.</p>	The MDP update will include updating the Minimum Greenfield Residential Density reference.
<b>3.2: Plan for and promote a range of housing options</b>		<p>Section 4E- New Residential Development, #4, 5, and 6 require that new developments consist of a variety of housing types as well as providing a diversity of types, forms and levels of affordability including townhouse, duplex, apartments as well as providing support for secondary suites.</p> <p>Section 4C- Downtown Leduc, #3 works towards encouraging infill and redevelopment in existing areas as a way to provide a variety of housing options as well as to make best use of existing municipal services.</p> <p>Section 4A-Growth Management and 4D- Existing Neighbourhoods speaks to promoting compact form through residential infill, redevelopment and efficient development of existing areas.</p>	
<b>3.3: Plan for and promote market affordable and non-market housing to</b>		Section 4E- New Residential Development, #5 and 6 speaks to providing a variety of housing types and affordability.	



address core housing need		<p>Section 4C- Downtown Leduc, #13 supports the provision of affordable housing in Downtown Leduc.</p> <p>Section 5C- Healthy, Inclusive and Safe Communities, #2 the City commits to assisting private companies and social agencies in the provision of housing accessibility.</p>	
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#### #4: Integration of Land Use and Infrastructure

##### Achieve compact growth that optimizes infrastructure investment.

The MDP aligns with the following objectives in that is in support of the efficient use of infrastructure, the integration of land use and infrastructure and sustainable development.

Growth Plan Objectives	Consistency Requirements	MDP Response	Action Required
<b>4.1: Establish a compact and contiguous development pattern to accommodate employment and population growth</b>		<p>Section 2B- Clean Air and Greenhouse Gas Emissions, #2, speaks to the promotion of compact form to support alternative transportation methods such as active transportation.</p> <p>Section 4A- Growth Management, #1, 4, and 7 provides support in the promotion of compact urban form through the redevelopment of existing areas and efficient development of greenfield areas. This section also looks at the long term growth of the City and ensure a long term supply of land to ensure contiguous and efficient land use planning.</p> <p>Section 4C- Downtown Leduc, #2, ensures that the idea of compact form is applied to mature areas such as the Downtown, and that mixed-use buildings are encouraged in the Downtown area.</p> <p>Section 4H-Transportation and Utility Servicing Infrastructure, #2, provides supports coordinating the investment of infrastructure and efficient land use and compact urban form.</p> <p>Section 4D- Existing Neighbourhoods promotes alternative building forms that help reduce development footprint. The MDP encourages the addition of suites and redevelopment in existing neighbourhoods.</p>	



<b>4.2: Enable growth within built-up urban areas to optimize existing infrastructure and minimize the expansion of the development footprint</b>	Aspirational Intensification Target	<p>Section 4A- Growth Management, #1, addresses the Growth Plan objectives in promoting growth within built-up urban areas.</p> <p>Section 4B- General Land Use Planning, #8, also addresses the facilitation of redevelopment and infill development in Downtown Leduc and/or built-up areas, including commercial, institutional and recreational land uses.</p> <p>Section 4C-Downtown Leduc speaks to the redevelopment of Downtown Leduc, a built-up neighbourhood area, in order to capitalize on existing infrastructure.</p> <p>Section 4D- Existing Neighbourhoods further addresses the Growth Plans objective to support and enable growth in existing neighbourhoods by encouraging residential infill to capitalize on existing infrastructure and amenities such as open spaces and parks.</p>	In order to further support the aspirational intensification targets for the built-up urban areas, the MDP will need to be updated to include more specific language and policies around working towards these targets, while working within the constraints of the Province of Alberta's Edmonton International Airport Vicinity Protection Area (AVPA) Regulation which imposes limits on redevelopment in and around Leduc's downtown.
<b>4.3: Plan and develop greenfield areas in an orderly and phased manner to contribute to complete communities</b>	Minimum Greenfield Residential Density	<p>Section 4E-New Residential Development addresses the objectives in the Growth Plan by requiring Area Structure Plans for all new residential development. This helps ensure new developments are planned, developed and phased in a contiguous pattern. This section also speaks to achieving density targets mandated by the Growth Plan and ensuring consistency in the measurement of density with the Growth Plan.</p> <p>Section 7E - Capital Region Growth Plan - City of Leduc Principles and Policies speaks generally to conforming with the original Growth Plan, and density targets, and will need to be updated to reflect the targets in the new EMRGP.</p> <p>Section 4H- Transportation and Utility Servicing Infrastructure includes and emphasis on working with regional partners to ensure that growth aligns with existing and planned regional infrastructure initiatives.</p>	The MDP currently supports new residential developments achieving the target densities mandated by the EMRB. Subsequently all ASPs have achieved or exceeded the density targets. The updated MDP needs to be consistent with the new and higher density targets in the EMRGP. More specifically, the MDP update will include updating the Minimum Greenfield Residential Density reference.
<b>4.4: Plan for and accommodate rural growth in appropriate locations with sustainable levels of local servicing</b>		Not applicable as the City of Leduc is an urban municipality.	
<b>4.5: Plan for and develop mixed use and higher density centres as</b>	Aspirational centres target (urban centres, sub-regional	Section 4B- General Land Use Planning, #9, speaks to the logically placement for mixed residential and commercial land uses towards Downtown or planned Town Centres.	In order to further support the aspirational density targets for the Urban Centre, the MDP



areas to concentrate growth of people and jobs	centres, transit-oriented development centres)	Section 4C-Downtown Leduc ensures support for mixed use developments in Downtown Leduc. Section 4E-New Residential Development, #22 and 23, support the development of mixed use areas to support transitional areas between non compatible land uses while providing links between residential land uses and jobs, services and other opportunities. Section 4F- Commercial Development #6 provides further support in locating mixed use areas around planned Town Centres.	will need to be updated to include more specific language and policies around these targets, while working within the constraints of the Province of Alberta's Edmonton International Airport Vicinity Protection Area (AVPA) Regulation which imposes limits on redevelopment in and around Leduc's downtown.
4.6: Prioritize investment and funding of regional infrastructure to support planned growth		Section 4B- General Land Use Planning, #14, address the EMRBs objective to located industrial developed to take advantage of regional infrastructure. Section 4H-Transportation and Utility Servicing Infrastructure also supports the objective to support the use of regional infrastructure.	
4.7: Ensure compatible land use patterns to minimize risks to public safety and health		The MDP provides several policies to ensure compatible land use patterns; in particular 5C - Healthy, Inclusive, and Safe Communities.	

## #5: Transportation Systems

Ensure effective regional mobility.

The MDP aligns with the following objectives in that is in support of taking advantage of its strategic geographic location in the region by supporting regional transportation systems, alternative transportation methods and the integration of land use and transportation for the efficient movement of people, goods, and services.

Growth Plan Objectives	Consistency Requirements	MDP Response	Action Required
<b>Objective 5.1: Develop a regional transportation system to support and enhance the growth of the Region and regional and global connectivity</b>		Section 4H- Transportation and Utility Servicing Infrastructure, #7, 8, 9, 10 addresses the Growth Plans objective with goals and policies such as requiring development to be located where they will support and take advantage of regional transportation systems, providing a variety of transportation options within Leduc, providing transit opportunities in major concentrations of residential population, community and services and employment areas and working with regional partners on future public transit opportunities.	



<p><b>Objective 5.2:</b> Encourage a mode shift to transit, high occupancy vehicles and active transportation modes as viable and attractive alternatives to private automobile travel, appropriate to the scale of the community</p>		<p>Active transportation is important in the City of Leduc. Section 2B- Clean Air and greenhouse Gas Emissions, encourages the use of alternatives transportation methods to encourage walking and cycling by promoting compact urban form through redevelopment and strategically planned compact developments.</p> <p>Section 4H- Transportation and Utility Servicing Infrastructure highlights that there is a major emphasis in providing safe and reliable sidewalks, trails and multiway systems, with high connectivity between neighbourhoods, to encourage pedestrian travel.</p> <p>In terms of alternate modes of transportation and the integration of regional transit systems, Section 2C Energy Efficiency, #2, looks to enhance transportation efficiency through expanded public transit services.</p> <p>Section 4A- Growth Management, #8, further encourages and promotes provision of choice among mobility options in the City.</p> <p>Section 4B- General Land Use Planning, #9 speaks to intensification of the Downtown in order to promote pedestrian oriented communities to help reduce demand on higher order transportation systems.</p> <p>Section 4H- Transportation and Utility Servicing Infrastructure also further encourages a balanced transportation system with choice and encouraging major developments to be accessible and take advantage of adjacent regional transportation systems. This section also emphasizes the importance of collaborating with regional partners to plan for major transportation corridors and future park and ride facilities to connect local residents to regional transit services.</p>	
<p><b>Objective 5.3:</b> Coordinate and integrate land use and transportation facilities and services to support the efficient and safe movement of people, goods and services in</p>		<p>Section 4H- Transportation and Utility Servicing Infrastructure looks at strategically locating developments to optimize the use of existing transportation infrastructure as well as regional transportation infrastructure. This section also looks at the movement of people and goods from designating truck routes to providing and promoting safety on streets for pedestrians.</p>	

both urban and rural areas			
<b>Objective 5.4:</b> <b>Support the Edmonton International Airport as northern Alberta's primary air gateway to the world</b>		<p>Section 3A- Regional Economic Development and Tourism seeks to continue valuable collaboration with regional partners and the Edmonton International Airport to pursue economic development opportunities, marketing businesses in the region to global markets, and supporting regional tourism in line with the EIA, Port Alberta and the Aerotropolis concept.</p> <p>Section 4A- Growth Management supports the compliance with Airport Vicinity Protection Area (AVPA).</p> <p>Section 4D- Existing Neighbourhoods, Section 4B- General Land Use Planning and 4E- New Residential Development, looks at promoting innovative development techniques and directing residential away from noise generations to mitigate impacts on airport operations.</p> <p>Section 4G- Industrial and Business Park Development speaks to promoting Aerotropolis development adjacent to the EIA in order to take advantage of opportunities created by both Port Alberta and the EIA.</p> <p>Section 4H- Transportation and Utility Servicing Infrastructure looks to support the EIA by investing in key infrastructure upgrades that support both the City of Leduc, EIA and regional partners.</p> <p>Section 7C- Regional and Intergovernmental Partnerships includes policies that work to enhance the City of Leduc's partnership with the Edmonton International Airport through cooperation in the implementation of Edmonton International Airport Master Plan and other plans of the City of Leduc.</p>	
<b>Objective 5.5:</b> <b>Ensure effective coordination of regional transportation policies and initiatives between all jurisdictions</b>		<p>Section 4H - Transportation and Utility Servicing Infrastructure includes a number of policies regarding the integration of land use planning and development with infrastructure investments based upon regional, city-wide, and sectoral priorities.</p>	<p>In order to further support the effective coordination of regional transportation planning, there is an opportunity for MDP policy that recognizes the EMRB's Regional Transportation Priorities and supports intergovernmental efforts to align Provincial priorities with EMRB's Regional Transportation Priorities.</p>



## #6: Agriculture

**Ensure the wise management of prime agricultural resources.**

The MDP aligns with the following objectives in that is in support of sustainable management of prime agricultural lands within an urban municipality by considering proper sequencing of development, minimal fragmentation, and support to value-added agriculture industries within its industrial base.

Growth Plan Objectives	Consistency Requirements	MDP Response	Action Required
<b>Objective 6.1:</b> Identify and conserve an adequate supply of prime agricultural lands to provide a secure local source of food security for future generations		<p>Section 3B- Local Economic Development, #1 and Section 4G- Industrial and Business Park Development looks at attracting and promoting businesses such as value-added agricultural processing and value-added food chain developments.</p> <p>Section 4B- General Land Use Planning, #1, seeks to preserve agricultural land and operations that are compatible with urban uses.</p> <p>Section 5C- Healthy, Inclusive and Safe Communities encourages access to healthy food options and promotes food security and the development of local and regional agriculture.</p>	
<b>Objective 6.2:</b> Minimize the fragmentation and conversion of prime agricultural lands for non-agricultural uses		<p>Section 4A- Growth Management, # 7, ensures the minimal fragmentation of greenfield areas by requiring development be approved adjacent to existing developed areas to ensure contiguous development. Policy #3 speaks to proper management of soil resources during development.</p> <p>Section 4A promotes compact form, redevelopment and efficient development of undeveloped areas. This section also ensures development happens in a contiguous manner to reduce fragmentation.</p> <p>Section 2B, #2 further reiterates the support of compact form by encouraging alternative transportation choices through the planning and promotion of compact urban form.</p>	
<b>Objective 6.3:</b> Promote diversification and value-added agriculture production and plan infrastructure to support the agricultural sector and regional food system		<p>Section 3B-Local Economic Development, #1 seeks to attract business and industries related to value-added agricultural processing.</p> <p>Section 5C- Healthy, Inclusive and Safe Communities, #12 and #13, encourages the access to healthy food and promoting food security through the development of local and regional agriculture.</p>	



# COMMITTEE-OF-THE-WHOLE INFORMATION ITEM



**MEETING DATE:** August 20, 2018

**SUBMITTED BY:** Donna Brock, Director, Community & Social Development

**PREPARED BY:** Tabitha White, Social Planning Lead  
Donna Brock, Director, Community & Social Development  
Jennifer Cannon, Director, Finance

**REPORT TITLE:** Grants to Organizations Budget Practices

## REPORT SUMMARY

As follow up to Committee request for information, this report provides a summary of historical financial data on selected groups and their projected asks for 2019 GTO funding to aid in understanding of service needs for the community.

## BACKGROUND

### PREVIOUS COUNCIL/COMMITTEE ACTION:

Administration was directed (as per Committee-of-the-whole June 18, 2018 minutes) by Committee members to:

*Return to the August 20, 2018, Committee-of-the-Whole meeting with a report summarizing the dollar requests from The Hub, Victim Services, Lynx, Santa's Helpers and Rise Up have been provided and to ascertain if funding should be in the base budget.*

The Leduc & District Regional Food Bank was not included in the minutes, however, based on an inquiry by the Food Bank it was evident there would be an expectation to include this organization.

### KEY ISSUES:

Historically the intent of the Grants to Organizations (GTO) program has been to provide groups with an opportunity to establish programming and services but not be a continual source of funds, particularly for groups with healthy budgets. Current budgeting practice is to provide funding in one year increments which may be seen as limiting to some community organizations who identify a need to have a sustainable source of funding. Service agreements have been used to some extent to ensure sustainable funding and ease the budget process by including funds into the base budget and Council could also consider an allocation in the base budget separate of the GTO process. However Administration cautions Council to ensure there is an ongoing review of funding need that is currently provided by our advisory boards. The GTO process also leverages the abilities and advisory role of the advisory boards. Alternatively a longer term commitment of funding through GTO could be a solution to the limits of one year funding.

Table 1 provides an overview of funds provided to the selected groups in the past three years. All selected groups for discussion received funding in 2018 through GTO. 2018 GTO saw a minimal difference in the amount requested versus the amount granted to the six organizations at less than 1% which equates to less than \$1,000. The biggest difference in 2018 was with funding terms; groups all requested three year funding but those that applied for 2018 funds were granted only one year. Leduc Regional HUB did not apply for funds in 2016 and 2017. Santa's Helpers did not apply for 2018 as they were already on a granted three year funding cycle.

The funds requested for 2019 (table 1) are estimated as the deadline for 2019 applications is August 16, 2018 and may be subject to change. **The 2019 total funding projected for the selected organizations** is \$260,093; an increase of just over \$20,000 from the previous year. All organizations are expected to apply for 3 year funding, 2019-2021.

**Table 1 GTO funds granted, 2016-2018**

Organization	2016	2017	2018	2019 Request
Leduc & District Regional Food Bank	\$15,000	\$15,000	\$60,000	\$60,000
Leduc & District Victim Services	\$41,369	\$45,588	\$50,000	\$65,000
Leduc LINX Connect Centre	\$23,000	\$8,000	\$65,000	\$65,000
Leduc Regional HUB	n/a	n/a	\$25,000	\$25,000
Rise up Society	\$30,000	\$40,000	\$35,000	\$40,093
Santa's Helpers	\$5,000	\$5,000	\$5,000	\$5,000
<b>Total Funds:</b>	<b>\$114,369</b>	<b>\$113,588</b>	<b>\$240,000</b>	<b>\$260,093</b>

**NOTE:** 2019 Request amounts are based on application to be submitted this year.



# COMMITTEE-OF-THE-WHOLE INFORMATION ITEM

Table 2 provides an overview of the target population being served by the groups in question over a three year period as GTO is a City funded program. On average, organizations are serving 73%<sup>1</sup> of participants from the City of Leduc with roughly 20%<sup>2</sup> from Leduc County. The communities of Devon, Beaumont, and Thorsby are common mentions in the other category.

\*2018 is *estimated* and taken from Grant applications where applicable as final reports are not due until January 2019.

\*\*2017 and 2016 data taken from GTO final reports where applicable.

**Table 2 Overview of target population being served over 3 year period**

Organization Name	% Target Pop	2016**	2017**	2018*	Notes
Leduc & District Regional Food Bank	City	58	65	60	Other: Beaumont, Devon, Calmar, Thorsby, Warburg
	County	13	15	10	
	Other	32	20	30	
Rise up Society	City	46	50	50	Other: Devon, Beaumont, Wetaskiwin, Edmonton
	County	23	10	20	
	Other	31	40	30	
Leduc & District Victim Services	City	60	60	60	Other: Beaumont, Devon, Thorsby, Breton, Edmonton International Airport
	County	20	20	20	
	Other	20	20	20	
Leduc Regional HUB	City	n/a	n/a	90	Did not receive funds in 2017, 2016, 2015
	County			10	
	Other			0	
Leduc LINX Connect Centre	City	82	79	79	Other: Devon, Beaumont
	County	9	14	14	
	Other	9	7	7	
Santa's Helpers	City	100	100	n/a	No data for 2018 as they were on a 3 year funding approval; and final report not completed yet. 2015 was with event grants and not GTO.
	County	0	0		
	Other	0	0		

<sup>1</sup> This number is taken from average of each organization, recognizing some groups have less data in the three years to include so a rough estimate only.

<sup>2</sup> Santa's Helpers removed from this average as they do not serve City residents with this program (other alternatives available).

## ATTACHMENTS:

Attachment 1: Municipal Grants Policy 11.00:22

Attachment 2: Grants to Organizations: General Grant Application Guidelines

## RECOMMENDATION

Accept as information only.

### Others Who Have Reviewed this Report

D. Melvie, A/City Manager / I. Sasyniuk, General Manager, Corporate Services / D. Melvie, General Manager, Community & Protective Services / J. Cannon, Director, Finance





## City of Leduc Policy

**Policy Title: Municipal Grants**

**Policy No:** 11.00:22

**Supersedes:** 11.00:22

(August 22, 2011)

**Revision #:** 1

<b>Authority: City Council</b>	
<b>Section: Council</b>	<b>Approval Date: June 26, 2017</b>
<b>Responsible Department: Community and Protective Services</b>	<b>Effective Date: June 26, 2017</b>
<b>Relevant Legislation: City of Leduc Procedures (attached)</b>	
<b>Relevant Council Resolution(s) and Date(s): Resolution 175/2011 - August 22, 2011, June 26, 2017</b>	
<b>Relevant Bylaw and Date(s):</b>	
<b>Authority' Signature:</b>	
"Original Signed by Mayor G. Krischke"	

### **Policy Objective:**

To provide guidelines for awarding Municipal grants.

### **Policy:**

#### **The City of Leduc May Provide:**

1. Limited assistance to non-profit organizations of Leduc whose programs or activities result in benefits to Leduc; however, an applicant that can accomplish an adequate level of activity without a grant may not be recommended for a grant.
2. Limited financial assistance to non-profit organizations or individuals or residents in Leduc travelling to a provincial, national or international arts, recreation, multicultural or sport event.
3. Limited financial assistance to non-profit organizations hosting provincial, national or international recreation, multicultural or sport events in Leduc.
4. Limited financial assistance to organizations without non-profit status may be considered.

### **Provide Support to Non Profit Organizations**

The City of Leduc values the contributions the non-profit sector makes toward social, personal, environmental and economic development and commits support funding through this policy. Leduc is known for its dedicated and willing volunteers. Many of these serve the community through non-profit organizations providing a myriad of arts, social service, recreation, sport, multi-cultural and other community-based programs and services the City of Leduc could never sustain. In addition to the direct services they provide, the non-profit sector generates economic activity, develops community leadership, and empowers citizens to contribute to building a strong, viable and caring community.

### **Funding Types:**

1. **Event Hosting Grants** – To provide funds to eligible community groups and events to assist in defraying costs associated with those events. Event Hosting Grant requests \$2,500 and under will be reviewed by the Grant Application Committee and recommendations provided to Council for approval. Grant requests over \$2,500 will be reviewed by Council.
2. **Travel Grants** – To assist City of Leduc residents with the cost of travel to provincial, western Canada, national or international events in which they represent the City of Leduc, or to receive training / instruction that will be taught in the community. Travel Grant requests will be reviewed by the Grant Application Committee.
3. **General Grants to Organizations** – To provide assistance to City of Leduc non-profit organizations whose activities benefit Leduc's citizens.
  - a) Grant requests involving recreation / amateur sport, arts, culture, parks, and other community activities will be reviewed by the City's **Parks, Recreation and Culture Board (PRCB)**.
  - b) Grant requests involving social services programs and initiatives will be reviewed by the City's **Family and Community Support Services (FCSS) Board**.
4. **Sport Tourism Grants** – To provide financial support to eligible community groups hosting events in Leduc that are associated with sports and/or agriculture.
  - a) A sport and/or agriculture tourism event is defined as:
    - i. A recognized sporting and/or agriculture event that takes place over more than one day;
    - ii. That incorporates an intensive level of activity into those days;
    - iii. Offers participants a unique sporting and/or agriculture experience; and;
    - iv. Has an impact on the local economy.

### **General Eligibility Criteria and Evaluation Guidelines**

1. Operational funding and other forms of assistance from the City of Leduc whether through grants or lease subsidies, will be considered in the review of an operating grant.
2. An applicant materially in arrears in payment of its accounts with the City of Leduc at the time of review of the grant applications shall not be recommended for a grant unless direction to do so is provided by Leduc City Council.
3. An applicant will not receive a grant in excess of 25 percent of its operating expenditures, based on their recent financial statement unless direction to do so is provided by Leduc City Council
4. The maximum and minimum grant award may be established annually based on grant funding available.

5. Multiyear funding may be provided for up to three years. After three (3) years, the funding request will be reassessed.
6. Applicants that received multiyear funding will not be eligible for reapplication until their multiyear funding is complete, unless there are extenuating circumstances outlined to Leduc City Council that would justify additional funding.
7. All applicants will be provided with a written basis of the decision, regarding their initial grant recommendation, within a reasonable time after the application deadline.



## **PROCEDURE**

**Procedure Title: Municipal Grants**

**Related Policy: 11.00:22, Municipal Grants**

**Date: June 26, 2017**

**Revision: 1**

**Approved On: June 26, 2017**

**Signature:** "Original Signed by Mayor G. Krischke"

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**Procedure** Others Who Have Reviewed this Report P. Administrative process and evaluation guidelines for awarding grants to organizations and municipal grants.

### **Definitions:**

- 1.01 "Applicant" means an organization or individual applying for a grant pursuant to this policy.
- 1.02 "Arts" means all those symbolic representations of a people's worldview transmitted through the media of music, drama, dance, visual arts, literature and craft and combinations thereof. Arts includes, but is not limited to, the activities of musical composition, singing, dancing, acting, drawing, painting, sculpture, graphic, motion pictures and photography, creative writing, weaving, pottery, jewelry making, embroidering, and architecture.
- 1.03 "Board / Committee" means those groups of citizens designated by City Council to make recommendations to City Council on grants applications and on such other matters that may from time-to-time be requested by City Council. These will include the Parks, Recreation and Culture Board, Family and Community Support Services Board and other funding review committees as appointed by Council.
- 1.04 "Community Activity" means programs and activities provided by applicants which help citizens to strengthen personal or community life.
- 1.05 "Community Grant" means a grant awarded by the City to an applicant pursuant to this policy.
- 1.06 "Designated Contact" means City staff or the staff of Community and Protective Services assigned the responsibility of managing a grant program pursuant to this policy.
- 1.07 "Incorporating Documents" means the documents by which an applicant is incorporated or created and includes an application for incorporation, articles of incorporation, memorandum of association, articles of association and bylaws.
- 1.08 "Multicultural" means the practice of promoting human and group relations, in which ethnic, racial, religious and linguistic similarities and differences are valued, respected and exchanged.

- 1.09 "Policy" means this City policy together with all attachments hereto as amended from this time.
- 1.10 "Recreation/Amateur Sport" means all activities and experiences in which an individual chooses to participate in his/her leisure time and includes, but is not limited to, athletic, physical, historical, natural science, cultural, social and intellectual activities, experiences and programs.
- 1.11 "Social Services" defined as social programs and activities provided by not-for-profit organizations which help citizens to strengthen personal or community life.

### **Appeals**

There shall be limited provisions by which an appeal can be made. An appeal must be in writing and follow the identified appeal process.

Grants to Organizations appeal process:

There shall be limited provisions by which an appeal can be made. An appeal must be in writing to Council within 45 days of receiving notification of the grant application decision.

For all other grants appeal processes: To submit an appeal regarding a grant decision, contact the appointed City grant administrator.

The following four matters may not be considered as viable grounds for appeal:

1. Changes in circumstances of the applicant since the date of the grant application. The circumstances of the applicant and of the appeal must be limited to the date on the original grant application or the deadline date for filing the grant application, and not the facts or circumstances subsequently arising;
2. Changes in the application since the grant deadline date will not be considered;
3. An appeal from a finding of fact regarding fundamental eligibility is not appealable (e.g. late submission, incomplete grant application, applicant not properly registered as a not-for-profit society);
4. This policy does not apply to programs of assistance the City of Leduc administers on behalf of another order of government.

### **Procedures:**

#### **A. Funding**

1. Funding requirements for grants will be provided through the City's budget process.
2. There are three streams of municipal grants:
  - a) **Event Hosting Grants** – To provide funds to eligible community groups and events to assist in defraying costs associated with those events. Event Hosting Grants will be applied for in conjunction with the Host Grant application form and will be reviewed by the Council Grant Application Committee. The committee is comprised of three appointed Councillors and one Community and Protective Services (CPS) administrative liaison (non voting).



- b) **Travel Grants** – To assist City of Leduc residents with the cost of travel to provincial, western Canada, national or international events in which they represent the City of Leduc, or to receive training / instruction that will be taught in the community. Travel Grants will be applied for in conjunction with the Travel Grant application form and will be reviewed by the Council Grant Application Committee. The committee is comprised of three appointed Councillors and one CPS administrative liaison (non voting).
- c) **General Grants to Organizations** – To provide assistance to City of Leduc non-profit organizations whose activities result in benefiting Leduc's citizens.
  - i. Grant requests involving recreation / amateur sport, arts, culture, parks, and other community activities will be reviewed by the City's **Parks, Recreation and Culture (PRC) Board**. The Board will make their recommendation to City Council on whether grant funding will be provided, and the amount of funding to be disbursed.
  - ii. Grant requests involving social services programs and initiatives will be reviewed through the City's **Family and Community Support Services (FCSS) Board**. The Board will make their recommendation to City Council on whether grant funding will be provided, and the amount of funding to be disbursed. Grant applications assessed and rated by the FCSS Board are based on specified criteria as per the FCSS Mandate.
- d) **Sport Tourism Event Grants** – To provide financial support to eligible community groups hosting events in Leduc that are associated with sports and/or agriculture.

A sport and/or agriculture tourism event is defined as:

- i. A recognized sporting and/or agriculture event that takes place over more than one day
- ii. That incorporates an intensive level of activity into those days;
- iii. Offers participants a unique sporting and/or agriculture experience; and
- iv. Has an impact on the local economy.

## **B. Applications**

### **1. Deadline Dates:**

- a) Applications for General Grants to Organizations shall be submitted to the designated contact in the month of August. A specific deadline date will be established annually by agreement between the Boards and the CPS business unit.
- b) Applications will be submitted prior to the budget year for which the grant application will be considered.
- c) Applications for Travel and Event Hosting Grants will be accepted on an ongoing basis throughout the year, but must be received no less than eight (8) weeks



prior to the scheduled event date. Special circumstances will be taken into consideration for late applications. Applications will be processed as submitted.

**C. Applicants shall:**

1. Forward all applications for grants to the designated contact;
2. When applying for a grant for the first time, file copies of their incorporating documents with the designated contact;
3. File copies of all amendments of their incorporating documents with the designated contact when those amendments are made;
4. When applying for a grant for the first time, file with the designated contact copies of all leases/licenses and rental agreements with the City;
5. File with the designated contact copies of all amendments to leases/license and rental agreements with the City when those amendments are made;
6. On the request of the designated contact, provide proof of their nonprofit status;
7. Unless specifically waived by City Council or the relevant Board, on or before any applicable deadline, provide the following information to the appropriate designated contact:
  - a) A completed grant application in the form currently used by the relevant Board;
  - b) An annual report, and/or the current budget of the applicant;
  - c) A financial statement for the last completed fiscal year. This statement shall be independently reviewed and/or signed by two Board members other than the treasurer;
  - d) A description of all efforts made to obtain funds;
  - e) A detailed explanation as to the effect on the applicant's programs should a grant not be awarded at all or in the amount requested;
  - f) All other information required or requested by City Council, the relevant Board, or the designated contact.

**D. Administration shall:**

1. With respect to grants under the jurisdictions of the relevant Boards / committees and the business unit, administer this policy in accordance with the directions of City Council;
2. With respect to this procedure, provide administrative support and financial advice to City Council, or the relevant Boards or Committees, and all other City business units as may, from time-to-time, be necessary;

3. Ensure the payment of outstanding City claims against an applicant prior to forwarding any cash grant to that applicant;
4. Administer grants approved by City Council on behalf of the Board and report thereon to City Council;
5. In conjunction with the Board, ascertain the relative merit of applicants for grants to be evaluated by the relevant Board;
6. Act as a liaison to the applicants, the relevant Board and City Council;
7. As required, convene an ad hoc committee to review emergent grant requests.

#### **E. General Principles**

The applicant and the grant application will be rated based on the following general criteria consistent with the City of Leduc's Corporate Strategic Plan:

##### **Community Character:**

- Our streets, open spaces, parks and buildings reflect our heritage, values and lifestyle. We expect excellence in design that facilitates vibrant, diverse and active community spaces and neighbourhoods.
- We invest in strategic community-building projects and programs that allow for ongoing municipal operations and continually enhance our culture.

##### **Community Wellness:**

- We support a safe, healthy, active and caring community.
- We support initiatives that contribute to a healthy and sustainable environment.
- We ensure quality opportunities to participate in all aspects of our community and foster a sense of belonging.

##### **Economic Development:**

- We effectively leverage our market strengths and opportunities to maximize economic development.
- We are a leader in economic development and promote the sub-region as Canada's energy services leader.
- Economic development decisions promote optimal business locations within the region.

The following additional criteria will be considered in the evaluation process:

**Sustainability** - Initiatives are to provide organization with self-sufficiency and viability.

**Financial Need** – The financial need of the organization.

**Number of Residents Impacted** – The number of residents positively impacted by the group and its services and / or the project being proposed.



The applicant and the grant application must satisfy the following:

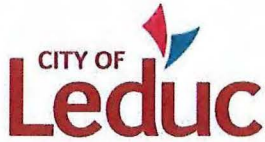
1. The applicant must be a registered nonprofit organization in existence for more than one year or an individual carrying on a not-for-profit activity for more than one year as of the deadline date for filing the grant application, Applications from organizations without non profit status may be considered.
2. Non profit organizations are required to show proof of non profit or charity status. Organizations that are not non profit will provide their Terms of Reference.
3. The applicant's membership and beneficiaries of its programs and services must be directed to the improvement of the quality of life of Leduc residents; applications and programs must predominantly serve residents of the City of Leduc;
4. The grant applied for shall not be intended or used for a purpose beyond the corporate objectives of the applicant as outlined in its incorporating documents;
5. The grant applied for shall be intended and used to further the applicant's non profit activities, and must not either directly or indirectly be intended or used to further a profit venture;
6. Within the deadlines, the applicant must file and provide all documents and information outlined in the grant application;
7. The activities of the applicant should merit public funding support;
8. The activities of the applicant shall not substantially duplicate the activities of other applicants or other government supported individuals or organizations;
9. An applicant that can accomplish an adequate level of activity without a grant, may not be recommended for a grant at the Board's discretion;
10. The applicant demonstrates fiscal responsibility and is managed in a responsible manner;
11. The applicant shall demonstrate initiative and success in generating diverse sources of revenue;
12. The applicant shall have an open membership to its organization, except for valid program factors (e.g. age).

#### **F. Grant Awards**

1. The applicant will be notified of the grant award within a reasonable time after the application deadline;
2. The applicant shall submit the required financial accounting as per the specific grant program guidelines;



3. The applicant shall submit the required outcomes report upon completion of the calendar year that the grant was provided. Grant applications will not be considered from organizations that received funds in the past, but did not submit an outcomes report;
4. Conditional Grant – A grant may be recommended and approved subject to the satisfaction of one or more conditions and the payment of that grant shall not be made until those conditions are satisfied.



# **Grants to Organizations:**

## **General Grant Application Guidelines**

**For questions or assistance, please contact a GTO representative:**

Family and Community Support Services  
(780) 980-7174  
[twhite@leduc.ca](mailto:twhite@leduc.ca)

Community Development  
(780) 980-7116  
[ehansen@leduc.ca](mailto:ehansen@leduc.ca)

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## I. Introduction

### Background

These grants provide assistance to Leduc non-profit organizations (organizations without non-profit status may be considered) whose activities benefit Leduc citizens.

- Recreation/amateur sport, arts, culture, parks, and other community activities: reviewed by Parks, Recreation & Culture Board (PRC) board.
- Social services programs & initiatives: reviewed by the Family & Community Support Services (FCSS) board.

After reviewing the applications, the appropriate board will make a recommendation to City Council on whether or not funding should be granted, and if so, how much.

## II. Grant Application Process

### Terminology

Terminology used throughout this grant application, eligibility tool, and final report templates are as follows:

**Activities-** Are the main tasks or functions that the program does to fulfill its mission (e.g. Provide six week parenting program on communication with teenagers).

**Capital Expenditure-** expenditure on non-current assets such as land, building and equipment. Expenditure incurred must result in either the acquisition/construction of addition/enhancement of an asset, i.e. facility enhancement, equipment purchasing.

**Cultural and Heritage-** Cultural, or heritage projects or displays involving visual or performance arts, community theatre, music or cultural educational programs.

**Economic Development-** Entrepreneurial and innovative projects or programs that help to create opportunities for community development, employment and/or generate economic benefits to Leduc.

**Environmental Sustainability-** Promotion of sound environmental practices through education and communication initiatives that improve air and water quality, promote alternate transportation, help to conserve energy, promote sustainable systems, encourage sustainable urban planning, enhance natural habitats and/or address other urban environmental issues.

**Family and Community Support Services (FCSS) Board-** An advisory board consisting of community representatives, and one Council representative, who are appointed to serve in an advisory/liaison function with Council, Administration, FCSS projects, other Boards and agencies, and the community as a whole, in accordance with the Family and Community Support Services Act and Regulations.

**Family and Community Support Services (FCSS) Mission-** Family and Community Support Services is a partnership between the Province, Municipalities and Métis Settlements that develops locally driven preventive social initiatives to enhance the well-being of individuals, families and communities.

**FCSS Act-** see FCSS Handbook at:

[http://www.child.gov.ab.ca/home/documents/familyandcommunitysupport/FCSS\\_Regulation.pdf](http://www.child.gov.ab.ca/home/documents/familyandcommunitysupport/FCSS_Regulation.pdf)

**Goal-** A broad, general statement about what the program/project is intended to do (e.g. Create supportive environments for Leduc youth).

**Indicator of Success-** Indicators provide a definition of change we are looking for. They are concrete things you see or hear that provides evidence that you are achieving your outcomes (e.g. Number of recreational events for teens organized by youth aged 15-18 that involve a. cultural activities or b. physical activities. *A common error in writing indicators is to repeat the outcome without actually defining it.*

**In-kind support-** In-kind, or non-cash, donations can be goods, services or the labor of people assigned to assist a nonprofit organization.

**Outcomes-** The impacts on those people whom the organization wanted to benefit with its programs. They are usually related to attitudes, knowledge, behavior, conditions, and/or values (e.g. Parents feel more confident in their ability to communicate with their child). It is recommended to specify in terms of short-term, intermediate, and long-term outcomes.

**Outputs-** Tangible results or direct products of program activities, usually accounted for by their number (e.g. # of posters produced, # of participants).

**Parks, Recreation, and Culture (PRC) Board** – An advisory board consisting of community representatives, one County public member, one appointed Council representative (who serve in an advisory/liaison function with Council), Administration, on the planning of a broad range of matters relating to Parks, Recreation, Cultural services and programs within Leduc.

**Recreation-** Community initiatives that support active, healthy living through the development of strategies, accessible services and activities.

**Social Wellness-** A broad range of effective, accessible services or programs for people that will enhance the quality of community life for individuals and families of all age groups. A strong focus will be placed on encouraging well-being and healthy lifestyles.

**Sustainability-** Initiatives, programs and activities provide organization with self-sufficiency and long term viability.

**Target Population Served-** The group, individual, or organization, or community that you intend to reach through your program (e.g. Youth, aged 12-15 years living in Leduc).

### **Eligible Expenses**

Applicants must allocate funding in one of the categories noted below:

Operational: Funds are used for day to day expenses which may include staffing, training costs, salaries, food, facility rental and programming.

Capital: Funds are used to purchase or upgrade assets that add value to the organization; items that the organization will tangibly own and keep, i.e. Facility enhancement, equipment purchasing. Applicant must submit 3 quotes as per the City's Procurement Policy

### **Process Schedule**

Grant Opens: June 1, 2018  
Grant Closes: August 16, 2018 at noon  
Grant Notification: December 2018  
Grant Term: 1 or 3 year term

The above dates are subject to change at the sole discretion of the City of Leduc. Late applications may not be considered.

### **Preparation of Grant Application**

All applications must include the following components:

- Completed application form
- Completed budget template outlining revenues and expenses
- Annual Report and/or most current financial statement
- Fee Policy and Schedule (if applicable)
- Bylaws
- Terms of Reference (if applicable)
- Price quote(s) on any non-operating expenditure in excess of \$5,000 (if applicable)

### **Review and Selection of Grant Recipients**

Please review the Eligibility tools for each respective board (City of Leduc website) for information on specific criteria that applications will be evaluated on. Other considerations include:

- A thorough and complete application form;
- A complete budget form which includes quotes/statements supporting expenses in excess of \$5,000 (capital requests only);
- An application which demonstrates diverse partnerships and community support;
- An application showcasing events/activities/programs which help to strengthen the lives of Leduc citizens

## **III. Eligibility Criteria**

### **Eligibility**

Organizations must be nonprofit, registered (in good standing) and will be required to show proof of nonprofit or charity status. Organizations that are not nonprofit may be considered and must provide their Terms of Reference.



### **Additional Responsibilities of Successful Applicants**

- Provide updates to GTO representative on how funds will be used if different than application proposal.
- Complete a direct deposit form (see City of Leduc website)
- Submit a completed final report on or before the communicated deadline.

### **Final Reporting**

The following are due no later than **January 31, 2019**:

- Final Report document (to be provided to the City of Leduc);
- Budget template document
- Failure to provide a final report may affect future funding

### **Refusal to Provide Grant**

The City of Leduc may refuse to provide a grant to an applicant who makes or has made a false or misleading statement in an application or any other document required by the City of Leduc. While the respective board reviews the grant applications and provides recommendations to Council; City Council makes the final decision.

Those applicants that were denied funding may submit an appeal.

### **Appeals**

An appeal must be made in writing to Council within 45 days of receiving notification of the grant application decision.

The following four matters may not be considered as viable grounds for appeal:

1. Changes in circumstances of the applicant since the date of the grant application. The circumstances of the applicant and of the appeal must be limited to the date on the original grant application or the deadline date for filing the grant application, and not the facts or circumstances subsequently arising;
2. Changes in the application since the grant deadline date will not be considered;
3. An appeal from a finding of fact regarding fundamental eligibility is not appealable (e.g. late submission, in complete grant application, applicant not properly registered as a not-for-profit society);
4. This policy does not apply to programs of assistance the City of Leduc administers on behalf of another order of government.

#### IV. APPENDIX A

##### GTO Application- CHECKLIST FOR APPLICANTS

Please use this checklist to ensure all items are included within your grant application package.

Attached (please check)	Description	# of copies Required
<input type="checkbox"/>	Current list of Board of Directors (see Section E: Attachment #1)	1
<input type="checkbox"/>	Annual Report and/or most current financial statement	1
<input type="checkbox"/>	Fee Policy and Schedule (if applicable)	1
<input type="checkbox"/>	Bylaws	1
<input type="checkbox"/>	Terms of Reference (if applicable)	1
<input type="checkbox"/>	Current Year Operating budget	1
<input type="checkbox"/>	Price quote(s) on any non-operating expenditure in excess of \$5,000	1

Complete applications must be delivered and postmarked by:  
**August 16, 2018**

Please send your completed application to:

**Attention: Grants to Organizations**  
**Community Development (OR Family & Community Support Services)**  
 # 1 Alexandra Park  
 Leduc, AB  
 T9E 4C4

**HAND WRITTEN APPLICATIONS AND FAXES WILL NOT BE ACCEPTED**

Office Hours: Monday – Friday, 8:30 a.m. – 4:30 p.m.

##### FREEDOM OF INFORMATION AND PROTECTION OF PRIVACY (FOIP) STATEMENT

This personal information is being collected under the authority of section 33(c) of the FOIP Act and will be used to administer General Grant Funding. The aggregate data will be used by Community Services for program planning, and evaluation. All information gathered by the City of Leduc is protected by the provisions of the Act. Questions regarding the collection of this personal information may be directed to the City Clerk at (780) 980-7177.

# **REPORTS FROM COMMITTEE & ADMINISTRATION**

IT Support to Council

Presented by:

J. Graham



VIII.

# **INFORMATION ITEMS**

IX.

# **ADJOURNMENT**