

	City of Lacombe Community Builder Partnership Policy	
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	Revision Date:	
	Review Date:	
	Department:	Community Services
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Policy Statement

Council will work collaboratively with community organizations, not for profit sector, other levels of government, and the private sector to develop cultural, recreational and social amenities which are of benefit to the general community. Partnership opportunities include innovative initiatives for operations and or capital development that provide high quality services and programs to all citizens. It is City Councils intent to invite and encourage collaborative partnerships whose aggregate outcomes would result in the completion of facility or service development that:0

- 1) Aligns with municipal priorities established by City Council
- 2) Maintains and or enhances service levels
- 3) Stimulates economic advantage and competitiveness for the City
- 4) Offers a clear return (social, economic, environmental) on investment
- 5) Provides a platform for other projects
- 6) Minimizes risk to the community and municipal government
- 7) Possesses tangible value in its own right
- 8) Contributes to quality of life or quality of place

City Council may seek partnerships with the private sector in order to balance municipal capital debt burden and operational budgets against increasing demands for services and escalating costs. Council will maintain its exclusive rights and responsibilities as outlined in the Municipal Government Act. In addition to meeting all conditions listed above, Private partners will also be required to meet the following conditions:

1. Demonstrated success and expertise in design, build & maintenance
2. Develop innovative operational models
3. Sound history of debt structure and management
4. Proven ability to attract investment dollars
5. Ability to demonstrate mutual gain (fair, safe, affordable & reflective of best practices)
6. Provide the highest level of service at the best cost as determined by Council
7. Ability to share Risk

Policy Purpose

The Community Builder Partnership Policy will provide City Council with an objective, transparent and consistent method and framework to make decisions regarding funding to partner groups for public use facilities.

Eligible **Community Organizations** applicants will be those that:

- Actively contribute to the advantage of the municipality and in the interest of City of Lacombe citizens
- Whose core activities and historical practices demonstrate solid stewardship of public funds
- Seventy Five percent (75%) of the organization's membership must be held by Citizens of Lacombe
- Applicants must be a registered organization that might include community Not for Profit, Public or Private Sector groups that have been in existence for more than 3 years.

Eligible **Private Sector** partners will be organizations that:

- That have a similar vision and mandate
- Whose core activities and historical practices demonstrate solid stewardship of public funds
- Have been existence for more than 5 years
- Have highly recognized experience with building effective public private partnerships

Eligible Projects must:

Completed projects must be of a quality that merits use of public funds:

- Use of materials that minimize maintenance and repair costs
- Reasonable efforts for green technology
- Design that accommodate all citizens
- Fee structures that encourage participation maintaining operational subsidies from tax revenue to less than 55%
- Adherence to all building codes and permit requirements

Additionally projects that focus on one of the following sectors and type:

Sectors

- Recreation /Leisure
- Arts, Culture & Heritage
- Social /Community Development (Multi cultural, Seniors, Housing, Transportation, Charitable Contributions)
- Infrastructure management (Water/Wastewater/Storm water)
- Public facilities (Museum, Libraries, Archives, Arts center, Public attractions, Conventions centers)
- Public Transportation Infrastructure

Types

- Construction of New Facility
- Preserve Existing Facilities
- Enhance or Expand Existing Facility
- Project Planning (feasibility , business case development)

Grant Funding For Community Organizations

1. City Council will set aside \$50,000.00 per annum in a Community Partnerships Fund. Funds will accrue year after year if not used, in a reserve fund. Funds provided under loan conditions will be returned to this fund.
2. The City will fund up to a maximum of 25% of the total project cost.
3. Maximum and minimum grant awards will be established annually based on grant funding approved by City council.
4. One application per project is permitted
5. Applicants are expected to raise all additional funds needed for the project.
6. Applicants may not use other City of Lacombe contributions/ funding sources as a part of their required 75% funding source for the project.
7. One hundred percent (100%) of the project funding / financing must be confirmed prior to implementation of the project.
8. Multiple year funding will be considered for a period of up to three years.
9. Value of in kind services provided by the City would be considered as part of the City's overall contribution
10. Contributions may be in the form of cash, borrowing from Municipality or loan guarantee as provided for by the Municipal Government Act.
11. Grant Funding will be directed to projects that are project-ready. This refers to projects ready to be initiated in the following year.
12. Projects already underway will not be considered

Proposal Evaluation Criteria

Mandatory requirements include a clear demonstration of the following conditions:

- Project or service will exist within City of Lacombe Corporate Boundary
- Clear statement of who will use the facility and how the general public will be accommodated
- The project is sustainable once the grant ceases
- Formal financial statements that demonstrate past and present management of funds are available
- Measurable direct positive benefit to the community
- How the project advances City Councils Strategic Plan
- Benefit the whole community or the greatest number of Lacombe residents
- Does not duplicate or compete with existing services or facilities
- Demonstrates that every effort has been made to earn or acquire funding from other sources prior to applying for a municipal grant
- Applicants are in good standing with the City of Lacombe (no outstanding debts, unresolved matters of conflict or legal actions)
- City of Lacombe will be recognized on all marketing , public relations materials

Review criteria for Applications:

- Mandatory requirements are fulfilled
- Applicants capacity to see the project through is evident
- Financial viability (design, build, operations)
- Project readiness
- Strength of Business Case
- Risk analysis
- Projects alignment with City Policies,(Open to the public, Sustainability Plan, Permits, Development guidelines, Art Policy)

Definitions

Applicant: refers to the group who is applying for the funds

Partners: Individuals or organizational membership named in the partnership agreement who share resources (time, funding, expertise), in risk and benefit of project outcomes

Community Organizations: Not For Profit, Service Clubs, and Specific Philanthropic Endeavors, Recreation Associations, Community Associations , social service organizations

Private Sector: For profit companies

Public Sector: public sector institutions (i.e. universities, municipalities, School boards, Health Services, YWCA,)

Responsibilities

Recreation and Culture Manager –liaison with applicant organization

Planning and Development – process all permits and land use requirements

Lacombe Recreation and Culture Board – vet all applicants and recommend level of endorsement to City Council

City of Lacombe Council-award grant dollars through budget approval process

Procedure

1. Interested applicants must introduce the intended project to the Recreation and Culture Manager between January and March 31 each year
2. Completed applications must be submitted to Recreation and Culture Manager by April 30 of each year for preliminary review and approval
3. Sufficiently complete applications will be presented to the Recreation and Culture Board for review and recommendation to City Council
4. Applications endorsed by Recreation and Culture Board will present their project and business case to City Council in September in the year prior to the project commencing
5. Council will determine and approve minimum or maximum contributions for each project in December during regular annual budget deliberations

_____ Stephen Christie _____
Mayor

_____ Norma MacQuarrie _____
Chief Administrative Office

SCHEDULE A

Applications must include:

Legal Name of Organization:
GST Registrant
BIN
Contact person (name, address, email, phone number)

Project name

Project	Sector	Type
	<ul style="list-style-type: none">• Recreation• Arts, Culture & Heritage• Community/Social Development (Multi cultural, Seniors, Housing, Transportation, Charitable Contributions)	<ul style="list-style-type: none">• Construction of New Facility• Preserve Existing Facilities• Enhance or Expand Existing Facility• Project Planning (feasibility , business case development)

Project description
Total Project Cost
Grant Request Amount
Project Budget

Applicant Declaration:

- All Information provided in this application is accurate, truthful and is endorsed by the above organization
- I have formal and legal authorization to sign on behalf of or represent the above named organization
- This facility will be open and accessible to all citizens of Lacombe
- All funds awarded will be used solely for the purpose of this project as represented in this application

SCHEDULE B

Business Case Outline

Executive Summary – (Maximum of two pages in length, clear succinct over view should capture the What, Why, When, Who, How.)

Background

- + Opportunity - (what conditions exist that support this project)
- + Applicants/Organization Ownership/Structure/Management (description of your organizations core business, oversight model , history within the community ,where you are at today, future goals)
- + Mission & Vision - (Vision statements describe the end result of your project and why it matters. Mission statements defines your projects purpose)
- + Goals -What will your project accomplish

Market Assessment

- + Community Need – what is current and future need within the community, how does this align with Councils strategic plan , address gaps within the community
- + Target audience – who will use or benefit from this project, community wide benefit and accessibility
- + Community Support - how do you know your idea has traction in the community
- + Complimentary – are there other facilities or services that this project will enhance

Implementation Model

- + Project Scope (what is included in the project, what is not included, roles and responsibilities)
- + Project Readiness(timelines for each Business case, Design phase , Construction, project completion, facility opening)
- + Detailed designs
- + Site Development (required approvals, land ownership approval, zoning compliance, permits requirements)
- + Detailed capital costs
- + Operational budgets

Business operations

- + Hours of operation
- + Services provided
- + Location
- + Collaboration
- + Marketing plan

Risk Assessment

- + Organizational Risk-any element that may jeopardize the project
- + Business Risk –identify risk to community group
- + Risk to Rate payers- identify risk to City Council

Financial Overview

- + Statement of Start up costs
- + Financing
- + Fundraising
- + Operational costs (5 years)
- + Return on investment (a. financial cost/ benefits b. social costs/ benefits)