

1. Agenda

Documents:

[AGENDA - JUNE 1, 2020_COMMITTEE.PDF](#)

AGENDA



COMMITTEE OF THE WHOLE MEETING AGENDA

Council of the City of Lacombe
Monday, June 1, 2020, at 5 p.m.
in Council Chambers

Time	Agenda Item	Representative
5:00	1. CALL TO ORDER	
	2. ADOPTION OF AGENDA	
	2.1 Additions	
	2.2 Deletions	
	2.3 Reordering	
	3. PRESENTATIONS	
	3.1 N/A	
	4. REPORTS TO COMMITTEE	
	4.1 Committees Review Report #1	<i>Dir Juch</i>
	5. INFORMATION	
	5.1 N/A	
	6. IN CAMERA	
	6.1 (Land) (FOIP Section 24)	<i>CAO Goudy</i>
	7. ADJOURNMENT	

Next Meetings:

- Monday, June 8, 2020
 - Regular Council Meeting: 5 p.m. Council Chambers
- Monday, June 15, 2020
 - Regular Council Meeting: 5 p.m. Council Chambers
- Monday, June 22, 2020
 - Regular Council Meeting: 5 p.m. Council Chambers
- Wednesday, June 24, 2020
 - Council Committee Meeting: 1 p.m. (In Camera) Council Chambers
- Monday, July 13, 2020
 - Regular Council Meeting: 5 p.m. Council Chambers

REPORT TO COMMITTEE



SUBJECT: Council Committees Review – Report #1
PREPARED BY: Ross Pettibone, Legislative Coordinator, and
Deborah Juch, Director of Community Services
PRESENTED BY: Deborah Juch, Director of Community Services
DATE: June 1, 2020

FILE: 11/117

PURPOSE:

This Report to Committee is the first of a series of comprehensive reviews Administration will present of groupings of council committees, boards, and commissions, and of City involvement in external agencies. The reviews and any subsequent amendments to the committee structures or resourcing will ensure the City’s committee, board, and commission service levels are effective, sustainable, and transparent.

RELATED PRIOR MOTION(S):

62/321.01 20MO

THAT Council direct administration to investigate and gauge the future level of municipal support for the activities of the Lacombe & District Rikubetsu Society.

20-134

EXECUTIVE SUMMARY:

The Lacombe & District Rikubetsu Friendship Society, Lacombe Arts Endowment Committee, and Lacombe Art Collection Committee are the three agencies reviewed in the Committees Review Report #1, attached. The report includes options for amendments to the committee structure or resourcing, along with Administration’s perspective on the advisability of each.

The Comprehensive Committee Review Project stems from a medium-priority Council strategy identified in the 2018-2021 Strategic Plan to “Conduct a review of Council Committees.” City boards and commissions are included, as well as City involvement in external agencies where needed. In this review report, stakeholder input methods and a public participation policy perspective are notable features.

The review project overall will generate recommendations to improve City agencies that may require Council resolutions, as well as Administration’s work to develop standardizations, new policies, templates, and best practices for processes and procedures.

REPORT TO COMMITTEE



ANALYSIS:

Project Background

In accordance with Council's 2018-2021 Strategic Plan, the review of council committees will standardize reporting and support structures for City committees, boards and commissions; and ensure members understand their roles, fulfill their mandates, and provide value to the City and residents.

The Council Committees Review will help to analyze the City's public consultation mechanism as we effect it through committees. Standardization of the structures and supports of committees will ensure current and future committees are well positioned to function effectively as engagement tools throughout their tenure, in particular via their terms of reference, governing policies or bylaws, and City supports.

The "Committee Review Project Charter 2020" is attached, which outlines the review project for administrative purposes. There are 25 committees, boards and commissions, each with Council and citizen volunteer membership that meet with a variety of frequencies. Creations of Council, all are established by Council resolution or bylaw. Bylaws are required to establish a police commission (Police Act 28), a Municipal Planning Commission (Municipal Government Act 626), and a Subdivision and Development Appeal Board (Municipal Government Act, Section 627). Similarly, section 3.1 of the Libraries Act allows Council to establish a municipal library board. For those agencies without a governing bylaw, policies often specify their functions, and a terms of reference document is almost always developed specific to that agency to outline mandate, membership, etc. Council and administration are also members or resources to many external agencies.

Recommendations to Council for the Lacombe & District Rikubetsu Friendship Society, Lacombe Arts Endowment Committee, and Lacombe Art Collection Committee follow their comprehensive reviews in the attached report.

Best practices

During the course of the review project, Administration will concurrently develop best practices for the City, its committees, boards and commissions, and its involvement in external agencies. The result will be standardizations appropriate for this specific community, but that are also exemplary for local government. Examples of best practices include:

- Identification of required or preferred skills and experience for members

REPORT TO COMMITTEE



- Identification of the representation required on the committee from other stakeholders
- Standardized member application process and inclusive recruitment methods to ensure committees apply expertise and comprehensive points of view to decisions
- Standard terms of reference with options to augment or delete
- Minimum requirements for orientation of new members
- Liaison policy outlining roles and responsibilities for Council representatives and staff resources
- Standards defining administrative support
- Templated committee, board and commission minutes and reports
- Training for committee members as needed
- Alignment of committee plan of work with council's strategic plan

Stakeholder Input Method Review #1

A. Anonymous survey: Administration invited current and past members of the agencies reviewed to complete an anonymous online survey to garner input on the member experience of committee work, the adequacy of City direction and resourcing, the perceived effectiveness of the committee and of its relationship with Council, the member's service years and promoter status, and some commentary. Questions posed in the survey for this review were:

1. Are you a current or former member of a Committee?
2. How certain do you feel about your role and the Committee's role in City services to the community?
3. How much of an impact do you feel your committee's work has had in the community?
4. Do the Committee members work well together?
5. How would you describe the time commitment required for meetings, correspondence, etc?
6. Do you agree the Committee is adequately funded?
7. Do you agree that your Committee is adequately supported with City resources such as manager liaison, administrative support, and meeting space/ refreshments?
8. Is the Committee's relationship with City Council effective?
9. About how many years (include partial years) have you been a City of Lacombe Committee member?
10. During your time on this Committee, what was its most memorable contribution?

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11. If you could change anything about the Committee, what would you change?

Add the Committee name if desired.

12. How likely is it that you would recommend serving on a City of Lacombe Internal Committee to a friend or colleague?

In surveying members for Review Report #1, a flaw in the rollout of the survey caused the input from members of all three agencies to aggregate, preventing distinct input for each committee. On analysis, the results showed that all responding members were, in this case, generally cohesive in their ratings. In addition, when using the survey to determine recommendations for the particular agencies in this review, the responses to specific questions appeared more or less applicable to challenges facing only one agency. The reviewer therefore was able to apply three query/response sets as input for each agency.

B. Interviews

Key members of each committee were interviewed for their perspectives on the committee's history, current functioning, effectiveness and needs. In the case of the external agency, the chairperson was interviewed. In the case of the two internal committees, the staff liaison was consulted.

International Association for Public Participation (IAP2) Lens

In June of 2018, Council approved an updated public participation policy as required under s. 216.1 of the *Municipal Government Act*. The policy has an associated Public Engagement Framework also adopted by Council that utilizes the Public Input Toolkit developed by the province. This Toolkit is in turn based on an International Association for Public Participation standard, commonly referred to as IAP2.

In IAP2, public engagement is placed on a spectrum of five levels from inform to consult, involve, collaborate and empower—essentially, less to more engagement but also less to greater decision making, and the municipal best practice is to choose the engagement level for public participation commensurate with the impact or importance of an issue to fewer or greater numbers of citizens. As one of the primary purposes of committees is to bring community points of view to bear on issues, viewing the level of a committee's decision-making authority and its advisory relationship to Council through the IAP2 lens is helpful, especially when working to standardize existing committees or make recommendations for functional improvements.

For more information on IAP2 see <https://iap2canada.ca/>

STRATEGIC PLAN ALIGNMENT:

Completion of a review of Council Committees is identified as a medium priority item in Council's Strategic Plan, as item 4.1:

Sustainability – Governance

4.1.1 Open and Accessible Government:

Conduct a review of Council Committees

- City board and committee members understand their roles fulfill their mandates
- Standardized reporting and support structures for City Boards.

Ensuring volunteers on the City's Boards and Committees receive adequate and effective administrative support aligns favourably with Council's strategic objective 4.5.8:

Encourage Volunteerism

Strongly support volunteerism

- The City recognizes and celebrates volunteers
- Advertise volunteerism partnering opportunities to build a growing sense of community
- Groups that require volunteers see the City as a partner.

PUBLIC ENGAGEMENT/COMMUNICATION STRATEGY:

Council's review of committees, boards, commissions, and external agency involvement, being conducted in public meetings, will serve to inform the public about a key component of the City's functions to an unprecedented level. The history, functions, foundation documents, bylaws and policies will be readily available to the public in one source, along with Administrative recommendations and Council decisions on amendments. No additional media releases or promotions are recommended.

Stakeholder input from (at minimum) the committee members themselves, or from the wider public as appropriate, may lead to greater levels of volunteerism on community issues, reduced isolation in these socially limited times, and inspiration for new leadership capacity.

ATTACHMENTS:

Committee Review Report No. 1



Committee Review Project Charter 2020

Purpose

The purpose of this project is to complete a comprehensive review of the internal (City-founded) committees, boards, and commissions (or “agencies”) in which City Council and Administration participate, as well as of Council appointments and staff assignments to external agencies in Lacombe. The overarching goal of this review is to ensure the City’s committee, board and commission service level and resourcing is effective, sustainable, and transparent.

Where applicable, the review will:

- include input from current and past members of the committees, boards, and commissions;
- consider background information and founding documentation; and
- propose revisions that might improve the efficiency and effectiveness of City participation on, and resourcing of, these agencies.

The review of internal agencies will analyze the terms of reference, member eligibility and application process, resourcing, and service level to ensure the resulting body is appropriately developed and up to date. The review of City participation on external (independently operated) agencies will use the background information, service level, and current resourcing (if any) as context for an assessment of elected official membership, time commitments, and need for alternates. Reports resulting from the review will consider opportunities to amend the City’s participation into a standardized structure.

With Council’s direction as a result of the review, City commitment to internal and external agencies may be increased, reduced or redirected; and City committees and boards themselves may be maintained, developed, amended or disbanded.

This project fulfills the City of Lacombe’s Strategic Plan 2018-2021 goal at section 4.1.1– Open and Accessible Government. Strategy C: “Conduct a Review of Council Committees.”

Definitions:

- “Resources” and “Resourcing” means City support of an internal or external committee, board, or commission with Council appointments, Administrative liaison and administrative or technical support, , operating and capital funding, and in-kind contributions including facility use, labour, equipment or supplies, etc.
- “Internal” means a committee, board or commission formed and amendable by the City through Administrative or Council action.
- “External” means an independently formed and operated agency resourced by but not amendable by the City.
- “Members” means individuals and representatives of groups, businesses, etc. appointed to a committee, board or commission whether voting or non-voting.

- “Liaison” for the purposes of the review means staff who are the primary City contact for the body, assigned by Administration to effect communications and collaboration while ensuring the City’s goals for the connection are met.

Project Stakeholders

- Council
- The Public
- Internal Committees, Boards and Commissions
- External Agencies
- Corporate Leadership Team (CLT) and
- Department Managers and Staff

Project Milestones and Workplans

A. Review of Internal Agencies

1. In groupings of two to three at a time, staff will research internal (City-founded) committees, boards, and commissions including
 - a. terms of reference and mandate
 - b. other founding documents and governing policies
 - c. history and current activities/services
 - d. current resourcing
 - e. member appointment terms and voting status
 - f. time commitments and meeting schedules
 - g. remuneration and other considerations
 - h. recruitment and application process
 - i. minute submission and other reporting
2. Staff will survey current and past members to garner input.
3. Administration will then present a report with analysis and recommendations at a Council Committee of the Whole meeting in 2020 and 2021 for input and direction from Committee.
4. Concurrently, staff will implement recommendations and direction, if any, by placing any amendments or actions requiring a resolution, bylaw or policy change on an upcoming Council meeting agenda.
5. Elected official appointment changes may be delayed until the annual Council Organizational Meetings.
6. Concurrent with the above, staff will create:
 - a. a Committee, Boards and Commissions resource library for ongoing Council and Administration reference
 - b. templates for terms of reference and standard duties for appointees, liaisons and administrative and technical support staff.

B. Review of External Agencies

1. In groupings of two or three at a time, staff will research external committees, boards, and commissions resourced by the City including
 - a. terms of reference and mandate
 - b. history and current activities/services
 - c. current resourcing

- d. Council appointment term and voting status
 - e. time commitments and meeting schedule
 - f. remuneration and other considerations
 - g. minute submission and other reporting
2. Administration will then present a report with analysis and recommendations at a Council Committee of the Whole meeting in 2020 and 2021 for input and direction from Committee.
 3. Staff will implement recommendations and direction, if any, by placing actions requiring a resolution on an upcoming Council meeting agenda.
 4. Elected official appointment changes may be delayed until the annual Council Organizational Meetings.
 5. Concurrent with the above, create:
 - a. a resource library for ongoing Council and Administration reference
 - b. standard duties for appointees, liaisons and administrative and technical support staff.

Project Roles

Advisory Team Responsibilities:

1. The Chief Administrative Officer will
 - a. Sponsor the project
 - b. Communicate with CLT and Council
 - c. Approve agenda scheduling of reports and requests for decision
 - d. Approve the Project Charter and direct or approve changes to the work plan.
2. The Director of Community Services will
 - a. Oversee consultation and communications with external committees, boards and commissions
 - b. Manage the project to achieve milestones
 - c. Organize Core Team meetings and input

Core Team Responsibilities:

1. The Director of Community Services will
 - a. Draft reports and requests for decision in collaboration with Core Team.
 - b. Draft, deploy and collate the surveys of current and past membership and staff.
2. The Legislative Services Coordinator will:
 - a. Provide information on current Council appointments to internal and external bodies.
 - b. Provide information on membership of internal and external bodies, including contacts.
 - c. Gather terms of reference and other source documents.
 - d. Work with the Director of Community Services to collate survey results and compile the reports and requests for decision.
 - e. Work with the CLT to analyze the research for reports and to draft necessary document amendments.
 - f. Compile the resource library.
3. The Corporate Leadership Team will:
 - a. Provide information and documents such as terms of reference, other founding documents, governing policies, history, current activities, and current resourcing related to internal and external committees, boards, and commissions served by their Division.

- b. Work with the report writers to analyze the research for reports, determine recommendations, and to draft necessary document amendments.
 - c. Otherwise, act as a resource for the project.
4. The Records Management & FOIP Coordinator will:
- a. Provide research for motions, bylaws, and historical or original documents

Departmental Responsibilities:

- 1. The Department Manager or designates will:
 - a. Provide information and history of their liaison or resourcing of committees, boards and commissions.
 - b. Provide details of City informal and occasional in-kind contributions.
 - c. Provide community connection and service level context for all committees, boards and commissions.
 - d. Assist CLT to analyze the research, determine recommendations, and otherwise act as a resource for the project.
1. Present a final report to generate approved action items from Council, then implement the actions which may include:
- a. Adding, eliminating or reforming City internal agencies
 - b. Adding, amending, merging, or rescinding terms of reference, policy or bylaw, funding sources, etc. related to City agencies and their functions through Council approval
 - c. Requesting an amendment of the Council appointment(s) to an external agency, or providing notice of reduced appointments
 - d. Adding, maintaining, or reducing the City resources committed to any agency

Methods to effect the action items may include:

- a. General notification to internal agencies of Council review
- b. Request position status amendments from external agencies
- c. Draft documents or amendments to effect desired alteration to founding documents of City agencies
- d. Seek Council approvals as required

Report Development Process

- 1. Request managers or CLT provide background information and current resource commitments including budget for committees, boards, commissions, and appointments in service areas under their purview; attach founding documents.
- 2. Concurrently, invite members of the next grouping of agencies for review of the review process and request they submit items for attention
- 3. As the above are submitted, clarify and collate the information into a Council report.
- 4. Present reports and gather input from Council on preferred amendments, if any.
- 5. Collate the research and Council input into a final report with action item options for Council.

Timelines

Phase	Planned Start	Planned Finish	Tasks
1	April 14, 2020	May 8, 2020	Finalize Project Charter, draft and set up surveys, draft Report to Committee structure, plan groupings (internals).

2	May 11, 2020	June 1, 2020	By email, request input from the members of the first three internal committees, and background info from Directors/Managers, with a May 20 deadline (send reminder May 18). Collate input, background docs, and other information into a Report to Committee due May 25; present RTC June 1, 2020.
3	June 2, 2020		Effect Committee-directed changes to the first three internal committees; determine the Council agenda on which to place matters requiring a resolution.
2	July 6, 2020	August 17, 2020	By email, invite input from the members of the second group of internal committees, and background info from Directors/Managers with a July 20 deadline (send reminder July 14). Collate input, background docs, and other information into a Report to Committee due August 7; present second RTC Aug 17, 2020.
3	August 1, 2020		Group and schedule subsequent committee and board reviews with the corresponding input invitation date and deadline dates.
4	August 18, 2020		Effect Committee-directed changes to the formation of the second three internal committees; determine the Council agenda on which to place matters requiring a resolution.
	September, 2020		Modify or update Project Charter, draft and set up surveys or alternate input mechanisms for external boards and committees, revise report structure if necessary, plan upcoming groupings (incl. externals).
	Date to be determined		By email, invite input from the members of the third group of boards and committees, and background info from Directors/Managers with a XX deadline (send reminder XX). Collate input, background docs, and other information into a Report to Committee due XX; present third RTC XX, 2020.

Project Charter Approval

Signature:	Signature:
Director of Community Services Deborah Juch	Chief Administrative Officer Matthew Goudy
Date:	Date:



COUNCIL COMMITTEES REVIEW REPORT #1

Lacombe and District Rikubetsu Friendship Society

Lacombe Arts Endowment Committee

Lacombe Art Collection Committee



www.lacombe.ca

May 28, 2020

Deborah Juch
Director of Community Services

Agency #1:

Lacombe & District Rikubetsu Friendship Society

Type	External Society
Operational & Reference Docs	Corporate Registration Certificate of Incorporation April 8, 1991 Grant Application – Twinning Society February 19, 1990 Discontinuance of Twinning Arrangement May 8, 1989 Terms of Reference Rescindment May 8, 1989 Amended Terms of Reference 62-111.01 89 January 28, 2020 AGM Minutes Sep 5, 2019 Invitation to Council & Sep 21-25 Itinerary
2020 City Operating Grant	\$6,375
In-kind City Contributions	elected official speakers, delegation gift packages, communications
Reserve Balance	None
Minutes Submission Required	Yes
Appointment Term	1 year
Alternate Council Appointee	No
Meeting Frequency	Minimum of 2, typically 5 – 7 annually
Meeting Length	Varies with activities, generally 2 hours
City Administrative Support	None
City Managerial Liaison	Manager of Community Economic Development
Mandate Overlap With Other Committees	None
Council Remuneration (\$)	N/A
Costs to Council Members (\$)	Travel or hosting costs, if participating
Council Member	Councilor Cora Hoekstra (also Society vice president)
-as voting or non-voting	Voting
Current Membership	Marlene McQuesten, Chair Cora Hoekstra, Council representative and Vice President Linda Henderson Andrea Collins, Treasurer Patrick Oslund, Jennifer Meadus, Allie Parker - Members At large
Services	Culture, economic development, tourism.
IAP2 Spectrum:	Empowered

Background

The Rikubetsu Friendship Society began as an internal Town of Lacombe committee, formed on May 8, 1989, when Town Council approved the Rikubetsu Twinning Steering Committee Terms of Reference policy 62-111.01 89. The hands-on Council committee was to facilitate the exchange of delegations, and initial Town funding amounts were up to \$3,000 for hosting delegations; \$1,000 for communications, and \$6,000 for delegation travel. The original impetus, as with many municipal twinning relationships in Alberta today, was the Alberta – Hokkaido Sister Province program initiated in 1980. The sister relationship was viewed primarily as a way to initiate economic joint initiatives through trade delegations, and in many communities the twinning relationship is still viewed as an economic development opportunity.

Due to budgetary pressures, in late 1990 Town Council moved to disband the internal committee and all funding for the Rikubetsu Twinning arrangement--in fact, to discontinue the agreement effective January 1, 1991. (Ref. Policy 62/321 90 PO). However, a group of citizens volunteered to form the Lacombe & District Rikubetsu Friendship Society to administer the Twinning Arrangement, and on April 8, 1991, Council resolved to endorse and support the group. (Ref. Policy 62/321.01 91 PO). Unfortunately, current City records do not include a copy of the Twinning Agreement, so its status is unknown at the time of this report, but presumably the agreement is still in force.

For 29 years, the Lacombe & District Rikubetsu Friendship Society has been an active Alberta society with many members of very long standing. The Society's purpose is to establish, foster, and maintain good relations between Lacombe, Alberta and Rikubetsu, Hokkaido, a town of about 2,500 with an agricultural base. Many Canadian municipalities twinned in the 1980's, primarily for economic development and trade (see Rocky Mountain House's recent activities at <https://rdnewsnow.com/2020/01/22/rocky-moves-to-increase-relations-with-japan/>). It should be noted that Rikubetsu's population was similar to the Town of Lacombe at the time of twinning but has decreased over the years.

In the case of Lacombe's twinning, the focus has been on multiculturalism, education, and international relations with student youth and adult citizen delegates travelling between the communities each year, staying in host homes and hosting visitors in turn, sightseeing, engaging in ceremonies, and learning each other's cultures. The Society contributes cultural diversity, sophistication and depth to Lacombe society with the Garden with Torii by the Bruns Pond, drumming concerts, the promotion on City welcome signs, and parade floats.

The Society's most recent AGM was held January 28, 2020, where the February 12, 2019 minutes were accepted. In April 2020, Council resolved to investigate and gauge the future level of municipal support for the Lacombe & District Rikubetsu Society, following a request from the Society.

Analysis

Agency-City Relationship:

- The Society is an external community group with bylaws, terms of reference, etc. not amendable by City Council; however, its mandate is to steer a City of Lacombe agreement.
- The City's monetary support is elective; the annual operating grant is approx. \$6,000.
- The City's in-kind contributions are:
 - supplying and assembling delegate gift packages
 - arranging for elected official speakers at exchange functions
 - inclusion (editing and layout) of the Society's report in the City's Year in Review publication
 - Storage of some Society materials at the Public Works site
- The City's administrative support is the Manager of Community Economic Development as the City contact and disbursing officer of the annual operating grant.
- The Society reports on its mandate and deliverables to Council by
 - submitting its approved minutes for agendas,
 - presenting a recap of activities to Council during budget deliberations, and
 - supplying a report in the City's annual Year in Review
- The City's Council representation is one voting member, one-year term, with no alternate provided for.
- City Council members are often, informally, very active in the Society with current and past Councilors participating in exchange functions, volunteering with Society activities, and being exchange delegates and host families.

Agency Input:

Administration surveyed the Society's current and past members with 13 questions related to their participation (see attached survey). Key results included that:

- 71% of members surveyed were certain about their and their Committee's role in City service provision.
- 76% felt their Committee's work has had a considerable impact in the community.
- Only 7% of respondents felt their Committee was underfunded, but 36% indicated the City's other supports were inadequate to some degree.

Unfortunately, due to an error in the deployment, the survey aggregated the input from the members of all three agencies reviewed in this report together. Future member surveys will of course avoid this.

IAP2* Public Participation Spectrum:

- The Lacombe & District Rikubetsu Friendship Society is empowered to steer the City's twinning relationship with Rikubetsu. They make decisions, spend the City grant, choose the activities,

and deliver services to the community without reference to Council except in the reporting requirement.

- The Society's program is open to any interested member of the public with routine eligibility requirements.
- The Society provides reliable, full reporting and Council reviews its achievements prior to approving a further annual operating grant.

Potential City-Agency Amendments (no order of priority):

1. Increase administrative support and managerial liaison.

Recommended.

Recognize the Society as municipal service provider and align with them more closely through the City hosting a webpage dedicated to the Rikubetsu Twinning Agreement and the Society's activities on the City's website. A comparable example is the Town of Stony Plain's site for their twinning activities: <https://www.stonyplain.com/en/play/shikaoi-exchange-program.aspx> Such additional in-kind support would require manager liaison capacity to acquire updated information from the Society regularly, and task the IT Department to upload material submitted.

Secondarily, add the Manager of Recreation & Culture as a second manager liaison to help develop the cultural aspects and social contributions of the Society's activities.

2. Cease appointing a formal Councilor voting member to the Society.

Recommended.

As the City has empowered the agency, is receiving good reporting, and is in turn reporting the agency's activities to the public in multiple formats, a representative at Society meetings is not required to ensure the Society achieves the City's mandate for funding. Ongoing informal elected official involvement in the Society's activities—i.e., participating in exchanges, hosting, and attending functions as community reps—can be encouraged to continue.

3. Terminate the twinning agreement with Rikubetsu and focus on alternate culture, economic development, and tourism initiatives.

Not recommended.

Termination of the agreement could potentially undermine achievement of Council Strategic goals itemized next, for comparatively little monetary savings.

Strategic Plan Alignment:

- Continued City support of the Lacombe & District Rikubetsu Friendship Society aligns favourably with the following Council Strategic Goals:

4.4.2 Welcoming and Inclusive Community

Goal: To Be a Welcoming Community to All.

- *Council actively participates in historic and cultural events.*
- *Council regularly attends local service group meetings as a community liaison.*

4.5.8 Encourage Volunteerism

Goal: To Support Volunteerism in the Community.

- *The City recognizes and celebrates volunteers.*
- *Groups that require volunteers see the City as a partner.*

4.2.2 Support for Events

Goal: To Attract major Events to Lacombe.

- *Build on existing partnerships with community groups and organizations to attract events.*

- Continued City support of the Lacombe & District Rikubetsu Friendship Society may not align favourably with the following Council Strategic Goals:

4.1.4 Fiscal Prudence

Goal: To Manage the City to Allow for Property Tax Increases Near Inflation.

- *At least 60% of citizens indicate they get excellent or good value for their property taxes.*

Agency #2: Lacombe Arts Endowment Committee

Type	Internal Council Committee
Operational & Reference Docs	Oct 2015 Arts Endowment Committee Terms of Reference Arts Endowment Grant Program Guidelines and Application
2020 Operating Budget	\$8,000 (interest from Endowment Fund)
In-kind City Contributions	Event support expenditures up to \$6,000; administrative support
Reserve Balance	None
Minutes Submission Required	Yes
Appointment Term	3 years, maximum 2 terms
Alternate Council Appointee	No
Meeting Frequency	Minimum 2 annually, typically up to 4 as needed
Meeting Length	2 hours
City Administrative Support	Community Services Executive /Culture Assistant
City Managerial Liaison	Manager of Recreation & Culture
Mandate Overlap with Other Committees?	Potentially with Public Art Committee
Council Remuneration (\$)	N/A
Costs to Council Members (\$)	N/A
Council Member	Jonathan Jacobson
-as voting/non-voting	Voting
Current Membership	Jonathan Jacobson Vacancy Teresa Johnson Janine Borger Jan Holoboff
Services	Arts and culture
IAP2 Spectrum	Empowered

Background

As early as 2003, Council established a Cultural Development Reserve Fund and seeded the fund with a \$3,900 transfer from the Culture operating budget. The fund was intended to gather and hold fundraising amounts from the volunteer-run concession at the Lacombe Art Exhibit and Sale as well as annual arts fundraising events and individual donations from the community. The intent was to convert the reserve to an endowment fund to create a perpetual source of funding to promote arts and culture in Lacombe and develop the Lacombe artist community. An endowment fund was preferred because, with only the interest from the fund accessible, and expendable only for the fund's stated purposes, the community is encouraged to bequeath and donate for a lasting gift. The Lacombe Arts Endowment

Fund was created in January 2011 at the Red Deer and District Community Foundation and currently holds a balance of \$254,000.

The earliest record of a formalized Committee created by Council resolution to administer the fund proceeds is an amended Committee terms of reference in 2015, originally dated March 2005. Committee activities began in 2000, however, with the first Arts Gala hosted in 2003. The current TOR document is the 2015 update version, which substantially changed the Committee's authorities in that the requirement for the Committee to advise Council on individual "funding allocations" (grant disbursements) was removed, conferring this decision-making authority to the Committee instead.

Primarily, the Committee disburses grants to practicing artists of any type (visual, performing, or literary) in two age categories. Student Art Awards (four at \$250) are given annually to meritorious City or County junior and senior high school student artists, and the remaining endowment proceeds are granted out to local adult artists or art groups, the amount depending on the year's proceeds, number of applications received, and the skill development "projects" proposed. As of 2018, the cumulative fund proceeds granted out was over \$25,000. A draft Committee business plan shows that at \$1 million, the fund would allow for \$35,000 in annual funding to Lacombe area artists. Currently the County of Lacombe does not contribute to this program.

All grants must be used for continuing education such as "workshops, master classes...or professional courses of study in the arts" and the Committee requires recipients provide not only reports on their project but also all receipts. See the Program Guidelines attached for full information.

The Committee's second function is fundraising to build the endowment fund, which in and of itself provide arts and culture services in Lacombe. They look for opportunities for new events and make successful events into annual ones until interest wanes. Examples include hosting an annual Arts Gala between 2003 and 2013, and art sales such as the "Under 100 Art Sale" and the innovative "Behind the Words Art Sale." The Committee also may bring touring artists to Lacombe for performances, such as the (somewhat) recent concert featuring acoustic guitar master Adrian Nation at the LMC.

Analysis

Agency-City Relationship:

- Council resolution and Council-approved terms of reference formed this agency and Council approves all appointees; the Committee is therefore fully amendable by Council through changes to any of these foundations.
- There is no current Council policy governing the Arts Endowment Committee.
- The City's monetary support of the Committee is nominal, with operating budget for incidentals (meeting refreshments) and some event expenses (tablecloths, etc.).
- To date, the City has not contributed any substantial in-kind support; facility use, for example, is paid for from fundraising proceeds.
- The City's administrative support is substantial. The Community Services Executive / Arts & Culture assistant
 - arranges all Committee meetings, helps to prepare agendas, attends and records minutes

- receives and reviews grant applications, corresponds, processes payments, follows up on recipient reporting, creates and maintains records
- prepares promotions with help from Communications and Marketing
- prepares annual Year in Review reports, and
- coordinates fundraising events and event volunteers

The staff person providing this support also volunteers her personal time with Committee activities, being a member of the art community in Lacombe

- The Committee reports on its deliverables to Council by
 - submitting its approved minutes for Council agendas,
 - publicly promoting its activities through City channels, and
 - supplying a report in the City’s annual Year in Review
- The City’s Council representation is one voting member, three-year term, no alternate.

Agency Input:

Administration surveyed the Committee’s current and past members with 13 questions related to their participation (see attached survey). Key results indicated that:

- In terms of efficiency, 85% of committee members felt their membership “usually” or “always” works well together.
- When asked if the committee’s relationship with Council was “effective,” half of respondents were neutral and another 35% responded in the affirmative (all three agencies surveyed have delegated decision-making authority).
- In the “most memorable contribution” comments, a respondent identified “Hosting the first combined Culture / Harvest Festival with a \$25,000 grant.” This was an Arts Endowment Committee initiative in 2012. A majority of committee members surveyed each have between four- and eight-years’ experience on either their current or another City of Lacombe committee.

**Note: due to an error in deployment the survey aggregated input from the members of all three agencies reviewed in this report.*

IAP2* Public Participation Spectrum:

- As is, the City has empowered the Lacombe Arts Endowment Committee, primarily made up of members of the public, to disburse grants in the art development program using annual proceeds from the City’s Arts Endowment Fund. Members vote to select applicants, set grant amounts, draft and approve the program Guidelines, and also hands-on deliver arts and culture services to the community with fundraising events--all without reference to Council except in their reporting requirements.
- The City’s art development grant program is open to any interested residents in the City or Lacombe County meeting the eligibility requirements.
- The Committee provides meeting minutes to public Council agendas, promotes recipient artists on the City’s website and Facebook page, reports on its annual activities in the City’s Year in Review publication, and their actions generate internal City records.

Options for City-Agency Amendments (no order of priority):

1. Cease appointing a Councilor voting member to the Committee.

Recommended.

The City has empowered the Committee in all decision-making and is receiving adequate reporting, and the Committee is also promoting its activities to the public in multiple formats; a Council representative at meetings is not necessary to ensure the Committee achieves its City mandate.

2. Disband the Committee and assign the art development program directly to staff.

Not recommended; there would be monetary savings, but it would not balance the loss of the significant volunteer contributions and public input into the decision-making process.

3. Amalgamate with Public Art Collection Committee

Not recommended. A perceived overlap of mandate and function between the two art committees has led to the suggestion that the two be amalgamated to save on meeting days and time. However, the two mandates and functions are quite different, with the only overlap being that the committees both work in the same municipal service area, arts and culture. Risks include volunteer burnout with a more diverse mandate coupled with fewer people and meetings, and a potential that one function will subsume or begin to serve rather than support the other.

Strategic Plan Alignment:

- Continuation of the Arts Endowment Committee aligns favourably with the following Council Strategic Goals:

4.4.2 Welcoming and Inclusive Community

Goal: To Be a Welcoming Community to All.

- *Attend and celebrate cultural events and historical milestones; community groups feel that Council is a partner.*

- *Council regularly attends local service group meetings as a community liaison.*

4.5.8 Encourage Volunteerism

Goal: To Support Volunteerism in the Community.

- *The City strongly supports, recognizes and celebrates volunteers.*

- *Groups that require volunteers see the City as a partner.*

4.2.2 Support for Events

Goal: To Attract major Events to Lacombe.

- *Build on existing partnerships with community groups and organizations to attract events.*

- Continuation of the Arts Endowment Committee does not appear to misalign with any Council Strategic Goals.

Agency #3:

Public Art Committee (Lacombe Art Collection Committee)

Type	Internal Council Committee
Operational & Reference Docs	2012 Public Art Collection Policy Art Collection 10 Year Management Plan 2010-2020 Sept 2007 Town of Lacombe Public Art Collection Policy
2020 Operating Budget	\$28,000 for art acquisition and murals
2020 Capital Budget	TBD = 1% of the eligible portion of the annual construction project of City's approved capital budgets
In-Kind City Contributions	Administrative support, event and meeting incidentals
Reserve Balance	Yes: Art Bank \$4,148; Mural Reserve \$18,344
Minutes Submission Required	Yes
Appointment Term	3 years, maximum 2 terms
Alternate Council Member	No
Meeting Frequency	Minimum 2 annually, typically up to 4 as needed
Meeting Length	2 hours
City Administrative Support	Community Services Executive /Arts & Culture Assistant
City Managerial Liaison	Manager of Recreation & Culture
Mandate Overlap with Other Committees	Moderate, with Arts Endowment Committee
Council Remuneration	N/A
Costs to Council Members	N/A
Council Member	Jonathan Jacobson
-as voting/non-voting	Voting
Current Membership	Jonathan Jacobson (Lacombe Arts Endowment Committee and Council representative) (Vacancy) Karen Penrice Shirley Flinn (Lacombe & District Recreation, Parks and Culture Board representative) (Lacombe Arts Endowment Committee representative)
Services	Arts and culture
IAP2 Spectrum	Empowered

Background

The first Public Art Collection Committee was formed by Council resolution in 2007 adopting a policy with terms of reference included. Creation of a public art collection, with policy and committee needed to guide it, were recommended by one of the City's earlier Recreation Master Plans (2003). The Committee functions are still contained in the current Public Art Collection policy adopted in 2012 available view at <http://www.lacombe.ca/home/showdocument?id=882>. Two other policies govern the Committee functions: the 2017 Art Exhibitions in Municipal Spaces

<http://www.lacombe.ca/home/showdocument?id=9281> inviting exhibitions from individuals and organizations assisted by the Committee; and the 2012 Percent for Art policy

<http://www.lacombe.ca/home/showdocument?id=884> which sets out how contributions from approved capital projects will be calculated to fund City public art acquisition.

In 2010 the Committee developed a 10-Year Management Plan, frequently updated since then, outlining the Committee's goals, action steps, timeframes, resources required, and measurables, which provides Council and City rate payers with a high level of accountability commensurate with the Committee's level of municipal operating and capital budget allocations. A 2018 update to the Plan identified typical ongoing Committee achievements:

- The collection has grown from 174 to 261 pieces, with a value of \$255K.
- Large commissioned works include the pinecones in Mayor's Park, the fountain in Bruns Park, a bronze statue at the Police Services building, the Wizard tree carving in Popow's Park, a Tree Spirit at the trail head on Elizabeth Lake, and the Kinetic Metal Tree downtown.
- Art tours have been held for Ag Services and various seniors' groups
- Continuously rotating artist exhibitions have been occurring in the hallway to Anna Maria's Café at the LMC and upstairs in the upper foyer.
- Artwork from every Featured Artist in the Encore Art Show and Sale has been added to the collection.
- The collection has grown from mainly two-dimensional pieces in 2013 to a variety of two- and three-dimensional works in a multitude of mediums.

One of the main functions of the Committee is to accept, catalogue, and value community donations of art to the collection, an initiative with a community historical preservation function often found only in larger urban centres. The Committee members are hands-on, curating and installing art exhibits, visiting art studios, project managing and issuing Requests for Proposals to acquire art in accordance with the City's Procurement Policy.

Analysis

Agency-City Relationship:

- Council resolution and Council policy setting Committee terms of reference formed this agency and Council approves the annual budget and all appointments; the Committee is therefore fully amendable by Council through changes to any of these foundations.
- There are three current Council policies governing the Public Art Collection Committee activities and mandate; an updated policy collapsing all three into one is pending.
- The City's monetary support for the Committee is significant, with three separate annual operating budgets and (variable) annual capital budget for acquisitions.
- To date, the Committee has not needed any substantial in-kind support; facility use, for example, is available for art displays as needed.
- The City managerial liaison is the Manager of Recreation & Culture.
- The City's administrative support to this Committee is substantial. The Community Services Executive / Arts & Culture assistant
 - arranges all Committee meetings, helps to prepare agendas, attends and records minutes

- researches artists, fields correspondence, drafts and issues RFPs and invitations to quote
- Processes invoices, issues charitable donation receipts, creates and maintains records
- prepares promotions with help from Communications and Marketing
- prepares the annual Year in Review report,
- coordinates fundraising events and event volunteers, and

The staff person providing this support also volunteers personal time with Committee activities, being a member of the art community in Lacombe.

- The Committee reports on its deliverables to Council by
 - submitting its approved minutes for Council agendas,
 - publicly promoting its activities through City channels, and
 - supplying a report in the City's annual Year in Review
- The City's Council representation is one voting member, three-year term, no alternate.

Agency Input:

Administration surveyed the Committee's current and past members with 13 questions related to their participation (see attached survey). Key results included that:

- 78% of respondents felt the time requirement for serving on their committee was "about the right amount" as opposed to "too much time required" or "somewhat too little time allowed". On review, Administration feels it is likely that this positive result is because the three agencies surveyed independently determine--as a group--the amount of time they will commit to achieving their mandate, as well as the scope and depth of the contribution they will make to the community and City art and culture services.
- Many of the "most memorable moment" comments made by survey respondents are specifically Art Collection Committee activities:
 - "Establish[ing the] permanent art collection that led to the continuous and revolving art displays in the LMC."
 - "Acquiring all the fantastic public art for the community...and being part of the Alberta Public Art Network and the Alberta Parks and Recreation Association...representing Lacombe."
 - "Helping hang paintings in the LMC, volunteering for...art functions...decorating Christmas trees for five years in the LMC. Being part of the committee to bring art to the many public areas in Lacombe."

**Note: due to an error in deployment the survey aggregated input from the members of all three agencies reviewed in this report.*

IAP2ⁱ Public Participation Spectrum:

- As is, the Public Art Collection Committee is primarily made up of members of the public with representation from other key City public participation agencies including the Lacombe & District Recreation, Parks & Culture Board and the Lacombe Arts Endowment Committee.
- The City has empowered the Committee to make decisions in art procurement and programming on behalf of the City utilizing a significant budget, without reference to Council. Members vote and then acquire art, decide on art programming for the City, promote and advertise, and draft and approve their own Plan as well as policies for Council.

- The Committee provides meeting minutes to public Council agendas, promotes acquisitions and exhibits through the City’s website and Facebook page, reports on its annual activities in the City’s Year in Review publication, and their actions generate internal City records.

Potential City-Agency Amendments (no order of priority):

1. Cease appointing a Councilor voting member to the Committee.

Not recommended.

The City has empowered the Committee in decision-making and is receiving adequate reporting. However, public art procurement—especially public art as part of capital works projects—can be contentious, divisive, and spark community conflict at the same time it prompts public discussion about art as part of its mandate. A Council representative at Committee meetings will ensure the City’s interests are considered, which includes avoiding egregious controversy as the Committee achieves its City mandate. The Council representative also serves to inform and champion sometimes esoteric Committee activities in Council meeting discussions.

2. Disband the Committee and assign the art collection program directly to staff.

Not recommended.

There would be no monetary savings at the same time subject matter expertise is lost along with the very necessary, high-end public participation currently accessed now. The level of public participation in this service area is appropriate for a program that will affect common spaces belonging to everyone in the community.

3. Amalgamate with the Arts Endowment Committee

Not recommended.

A perceived overlap of mandate and function between the two art committees has led to the suggestion that the two be amalgamated to save on meeting days and time. However, the two mandates and functions are very different, with the only overlap being that the committees both work in the same municipal service area--arts and culture. Risks include volunteer burnout with a more diverse mandate coupled with fewer people and meetings, and a potential that one function will subsume or begin to serve rather than support the other.

4. Consolidate and Update Policies

Recommended.

The Public Art Collection Committee adheres to three separate Council policies developed when they were needed at different times in the history of the service area. Administration sees value in revising these policies for clarity and consolidating them into one up-to-date reference point for Council, the Committee, the public, and staff. A draft consolidated policy has been developed with Committee involvement and is ready for Council’s consideration at an upcoming Council meeting.

Strategic Plan Alignment:

- Continuation of the Art Collection Committee aligns favourably with the following Council Strategic Goals:

4.4.2 Welcoming and Inclusive Community

Goal: To Be a Welcoming Community to All.

- *Council actively participates in historic and cultural events.*
- *Council regularly attends local service group meetings as a community liaison.*

4.5.8 Encourage Volunteerism

Goal: To Support Volunteerism in the Community.

- *The City recognizes and celebrates volunteers.*
- *Groups that require volunteers see the City as a partner.*

4.2.2 Support for Events

Goal: To Attract Major Events to Lacombe.

- *Build on existing partnerships with community groups and organizations to attract events.*

- Continuing with the Public Art Collection Committee and its activities as is may misalign with the following Council Strategic Goal, depending on economic conditions:

4.1.4 Fiscal Prudence

Goal: To Manage the City to Allow for Property Tax Increases Near Inflation.

- *At least 60% of citizens indicate they get excellent or good value for their property taxes.*

ⁱ IAP2

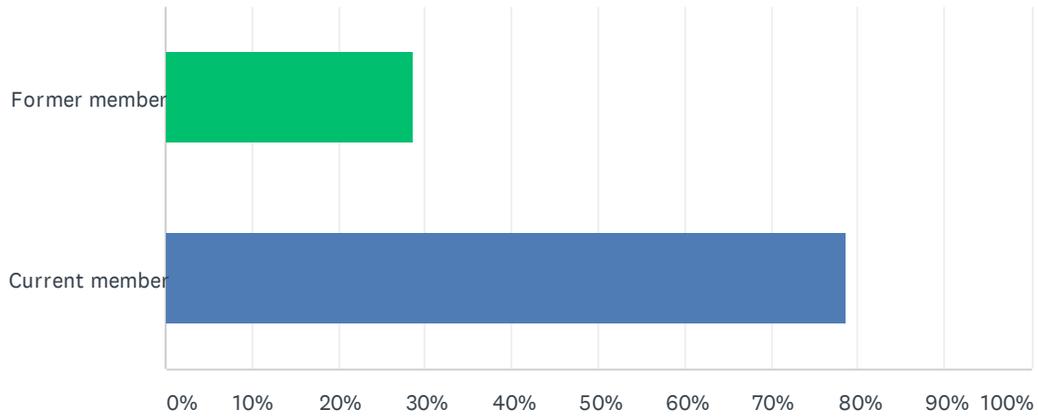
In June of 2018, Council approved an updated public participation policy as required under s. 216.1 of the Municipal Government Act. The policy has an associated Public Engagement Framework also adopted by Council that utilizes the Public Input Toolkit developed by the province. This Toolkit is in turn based on an International Association for Public Participation standard, commonly referred to as IAP2.

In IAP2, public engagement is placed on a spectrum of five levels from inform to consult, involve, collaborate and empower—essentially, less to more engagement but also less to greater decision making, and the municipal best practice is to choose the engagement level for public participation commensurate with the impact or importance of an issue to fewer or greater numbers of citizens. As one of the primary purposes of committees is to bring community points of view to bear on issues, viewing the level of a committee’s decision-making authority and its advisory relationship to Council through the IAP2 lens is helpful, especially when working to standardize existing committees or make recommendations for functional improvements.

For more information on IAP2 see <https://iap2canada.ca/>

Q1 Are you a current or former member of a City of Lacombe committee?

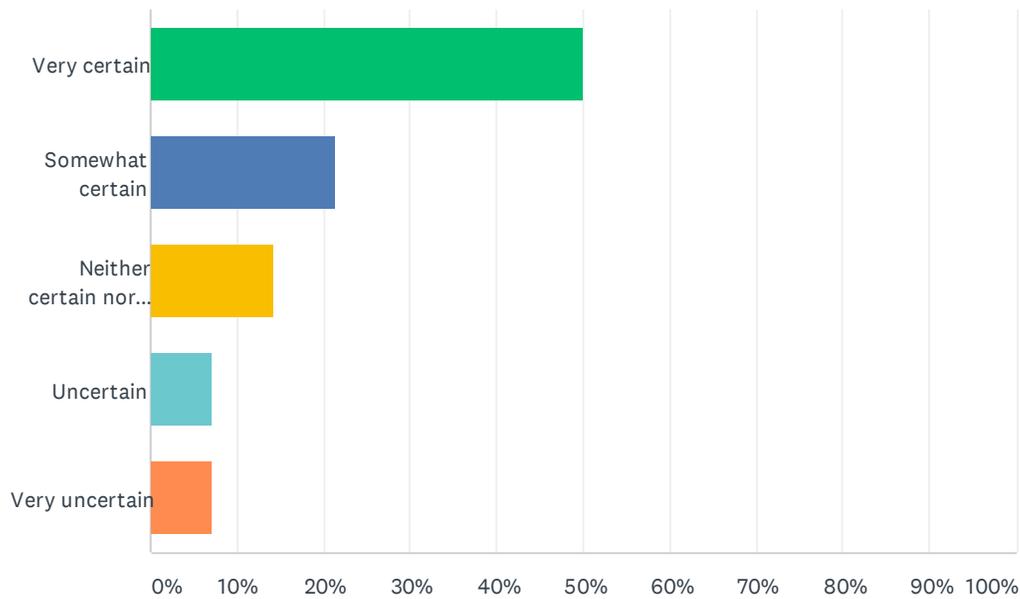
Answered: 14 Skipped: 0



ANSWER CHOICES	RESPONSES
Former member	28.57% 4
Current member	78.57% 11
Total Respondents: 14	

Q2 How certain do you feel about your role and the Committee's role in City services to the community?

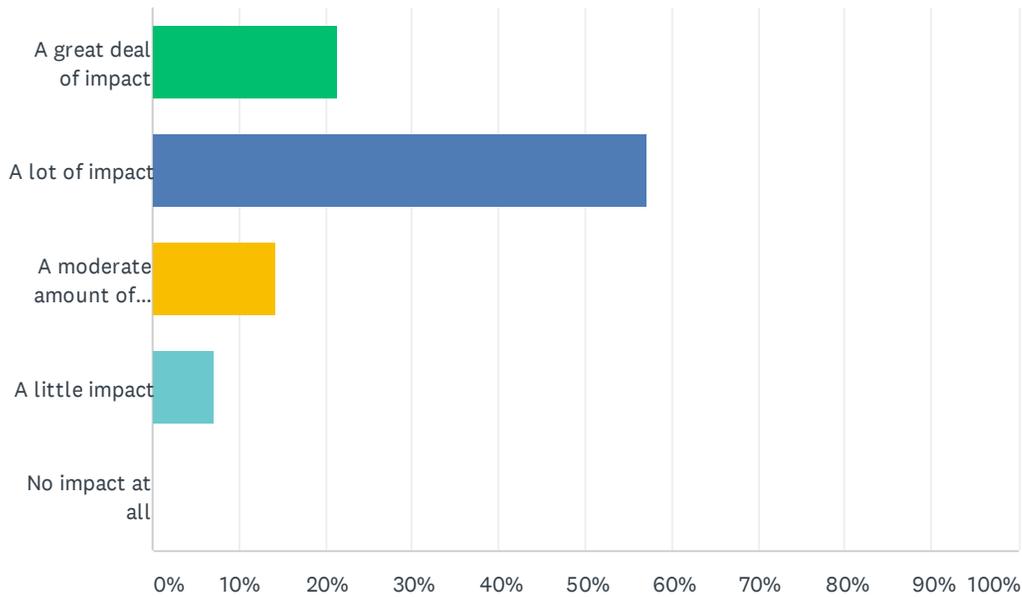
Answered: 14 Skipped: 0



ANSWER CHOICES	RESPONSES	
Very certain	50.00%	7
Somewhat certain	21.43%	3
Neither certain nor uncertain	14.29%	2
Uncertain	7.14%	1
Very uncertain	7.14%	1
TOTAL		14

Q3 How much of an impact do you feel your committee's work has had in the community?

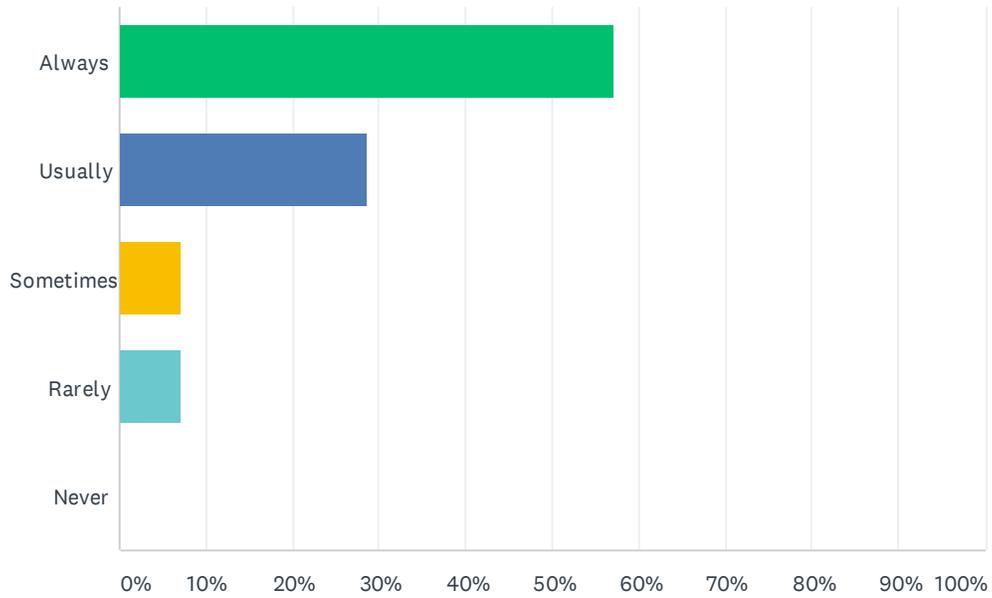
Answered: 14 Skipped: 0



ANSWER CHOICES	RESPONSES	
A great deal of impact	21.43%	3
A lot of impact	57.14%	8
A moderate amount of impact	14.29%	2
A little impact	7.14%	1
No impact at all	0.00%	0
TOTAL		14

Q4 Do the committee members work well together?

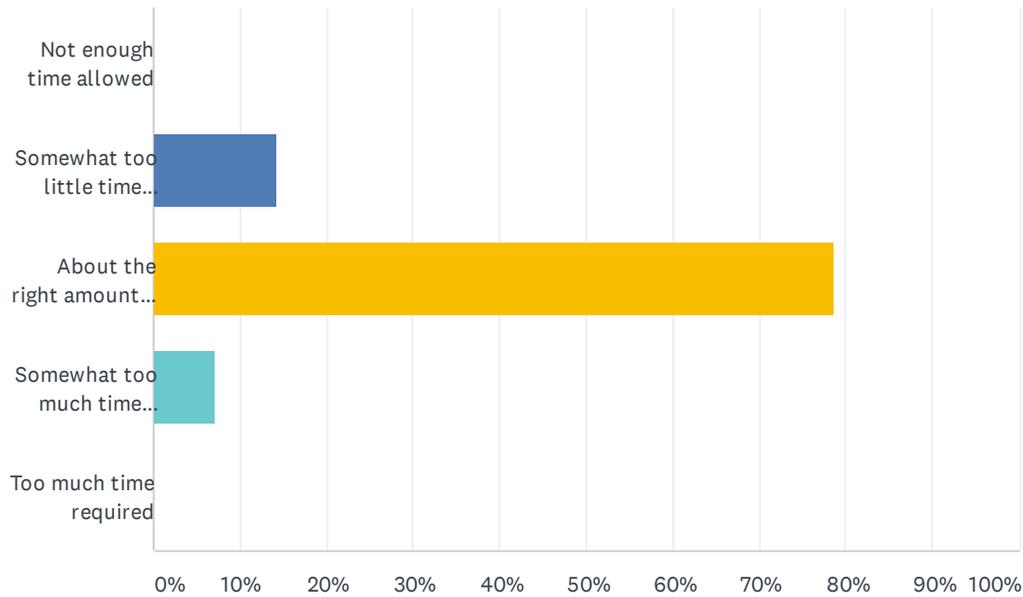
Answered: 14 Skipped: 0



ANSWER CHOICES	RESPONSES	
Always	57.14%	8
Usually	28.57%	4
Sometimes	7.14%	1
Rarely	7.14%	1
Never	0.00%	0
TOTAL		14

Q5 How would you describe the time commitment required for meetings, correspondence, etc?

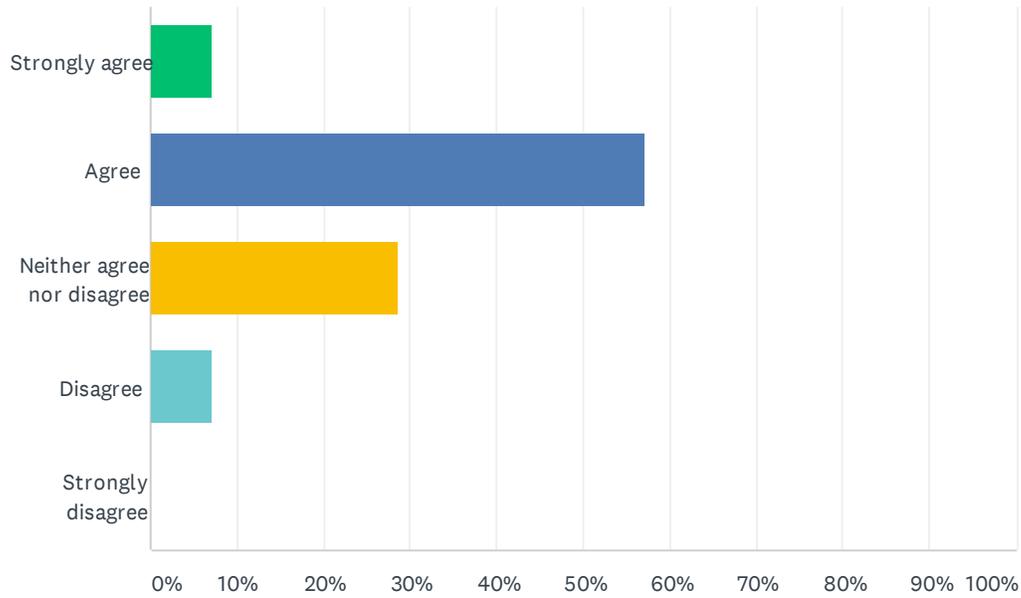
Answered: 14 Skipped: 0



ANSWER CHOICES	RESPONSES	
Not enough time allowed	0.00%	0
Somewhat too little time allowed	14.29%	2
About the right amount of time required	78.57%	11
Somewhat too much time required	7.14%	1
Too much time required	0.00%	0
TOTAL		14

Q6 Do you agree the committee is adequately funded?

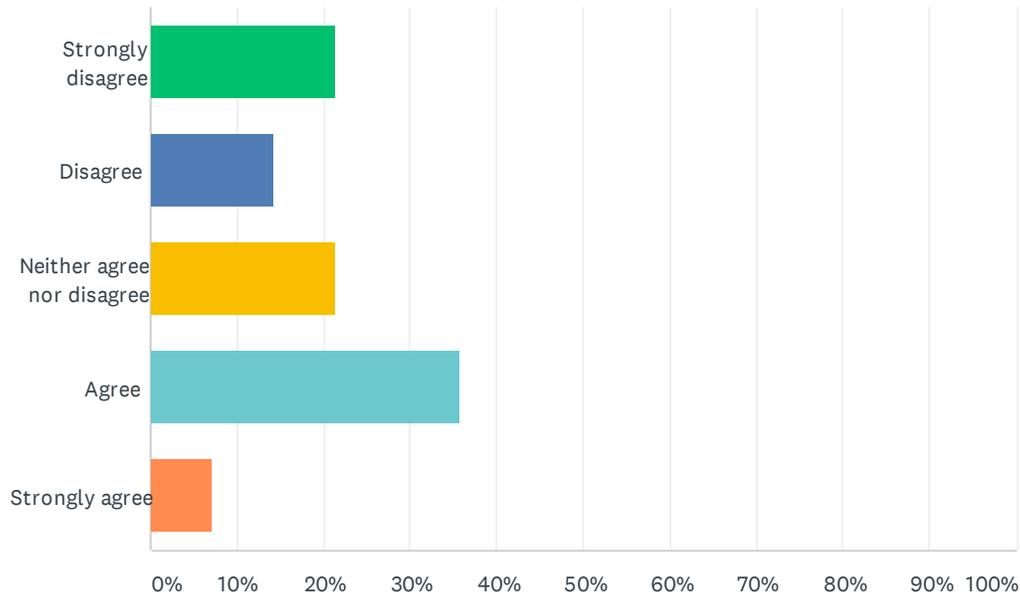
Answered: 14 Skipped: 0



ANSWER CHOICES	RESPONSES	
Strongly agree	7.14%	1
Agree	57.14%	8
Neither agree nor disagree	28.57%	4
Disagree	7.14%	1
Strongly disagree	0.00%	0
TOTAL		14

Q7 Do you agree that your committee is adequately supported with City resources such as manager liaison, administrative support, and meeting space / refreshments?

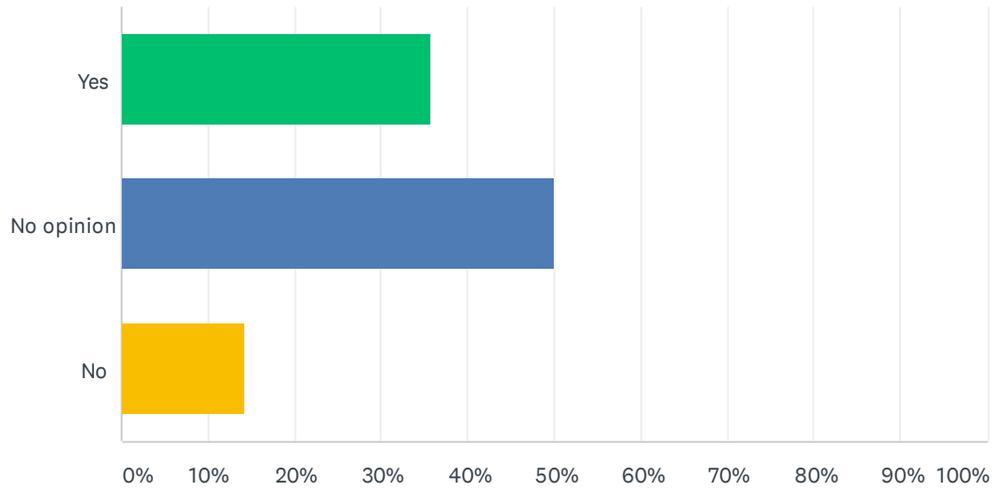
Answered: 14 Skipped: 0



ANSWER CHOICES	RESPONSES	
Strongly disagree	21.43%	3
Disagree	14.29%	2
Neither agree nor disagree	21.43%	3
Agree	35.71%	5
Strongly agree	7.14%	1
TOTAL		14

Q8 Is the Committee's relationship with City Council effective?

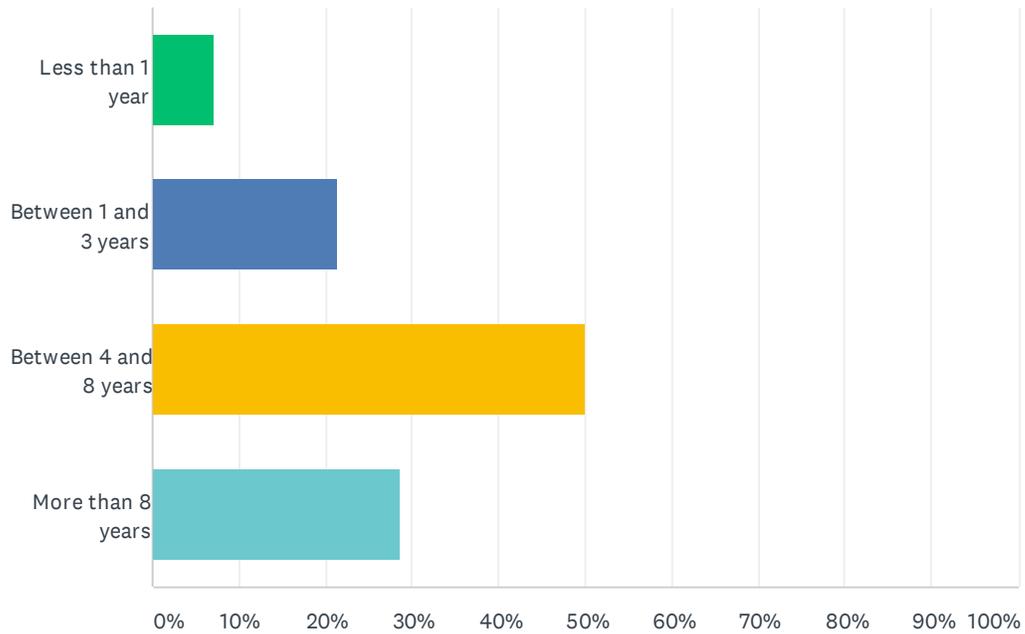
Answered: 14 Skipped: 0



ANSWER CHOICES	RESPONSES	
Yes	35.71%	5
No opinion	50.00%	7
No	14.29%	2
Total Respondents: 14		

Q9 About how many years (include partial years) have you been a City of Lacombe committee member?

Answered: 14 Skipped: 0



ANSWER CHOICES	RESPONSES
Less than 1 year	7.14% 1
Between 1 and 3 years	21.43% 3
Between 4 and 8 years	50.00% 7
More than 8 years	28.57% 4
Total Respondents: 14	

Q10 During your time on a committee, what was its most memorable contribution?

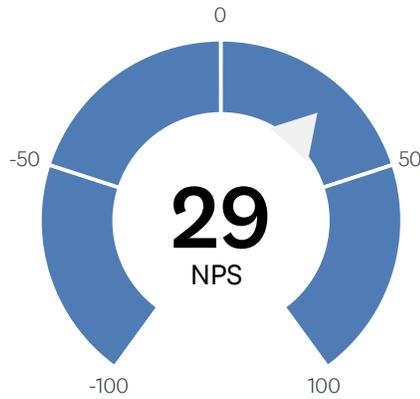
Answered: 14 Skipped: 0

Q11 If you could change anything about the Committe you are or were on, what would you change? Add the Committee name if desired.

Answered: 10 Skipped: 4

Q12 How likely is it that you would recommend serving on a City of lacombe committee to a friend or colleague?

Answered: 14 Skipped: 0



DETRACTORS (0-6)	PASSIVES (7-8)	PROMOTERS (9-10)	NET PROMOTER® SCORE
21% 3	29% 4	50% 7	29

Government Corporation/Non-Profit Search of Alberta ■ Corporate Registration System

Date of Search: 2020/05/13
Time of Search: 02:16 PM
Search provided by: LACOMBE REGISTRIES LTD.
Service Request Number: 33439174
Customer Reference Number:

Corporate Access Number: 504937277

Business Number:

Legal Entity Name: LACOMBE AND DISTRICT/RIKUBETSU FRIENDSHIP SOCIETY

Legal Entity Status: Active

Legal Entity Type: Alberta Society

Registration Date: 1991/05/09 YYYY/MM/DD

Date of Last Status Change: 2014/07/02 YYYY/MM/DD

Registered Office:

Street: 26 DICKENS LANE

City: LACOMBE

Province: ALBERTA

Postal Code: T4L1S3

Records Address:

Street: 5015 - 51 STREET

City: LACOMBE

Province: ALBERTA

Postal Code: T4L2A3

Officers:

Last Name: COLLINS

First Name: ANDREA

Street: FOIP Section 17(1)

City:

Province:

Postal Code:

Officer Type: Treasurer

Last Name: HENDERSON

First Name: LINDA

Street: FOIP Section 17(1)

City:

Province:

Postal Code:

Officer Type: Secretary

Last Name: HOEKSTRA

First Name: CORA

Street: FOIP Section 17(1)

City:

Province:

Postal Code:

Officer Type: Vice President

Last Name: MCQUESTEN

First Name: MARLENE

Street: FOIP Section 17(1)

City:

Province:

Postal Code:

Officer Type: President

Other Information:

Last Annual Return Filed:

File Year	Date Filed (YYYY/MM/DD)
2019	2019/08/13

Filing History:

List Date (YYYY/MM/DD)	Type of Filing
2014/05/20	Change Address

2014/07/02	Status Changed to Start for Failure to File Annual Returns
2019/08/13	Enter Annual Returns for Society and Non-Profit Company

Attachments:

Attachment Type	Microfilm Bar Code	Date Recorded (YYYY/MM/DD)
Annual Return Form	10000198000608942	1999/05/11
Annual Return Form	10000300000053096	2000/04/27
Annual Return Form	10000901000124849	2001/06/11
Annual Return Form	10000301000333718	2002/05/13
Audited Financial Statement	10000901000333720	2002/05/13
Annual Return Form	10000403000017285	2003/05/30
Audited Financial Statement	10000203000017286	2003/05/30
Annual Return Form	10000104000220061	2004/06/21
Audited Financial Statement	10000704000220058	2004/06/21
Annual Return Form	10000905100727724	2005/05/25
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Notice of Address	10000806102091858	2006/09/26
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Audited Financial Statement	10000006102195317	2006/10/10
Notice of Address	10000607103054407	2007/06/14
Annual Return Form	10000307103054395	2007/06/14
Audited Financial Statement	10000707103054398	2007/06/14
Annual Return Form	10000807104476735	2008/07/28
Audited Financial Statement	10000207104476738	2008/07/28
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Notice of Address	10000007117289244	2014/05/20
Annual Return Form	10000907120074038	2014/07/02
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Annual Return Form	10000807130265698	2018/07/26
Audited Financial Statement	10000607130265699	2018/07/26
Annual Return Form	10000507134509397	2019/08/13
Audited Financial Statement	10000307134509398	2019/08/13

The Registrar of Corporations certifies that, as of the date of this search, the above information is an accurate reproduction of data contained in the official public records of Corporate Registry.



No. 50493727

CERTIFICATE of INCORPORATION

I HEREBY CERTIFY THAT

- LACOMBE AND DISTRICT/RIKUBETSU FRIENDSHIP SOCIETY -

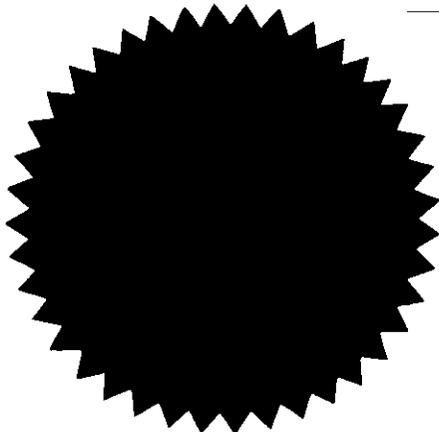
IS THIS DAY INCORPORATED UNDER THE SOCIETIES ACT OF THE PROVINCE OF ALBERTA

GIVEN UNDER HIS HAND AND SEAL OF OFFICE AT EDMONTON, ALBERTA,

THIS ninth DAY OF May A.D. 1991



Office of The Registrar of Corporations



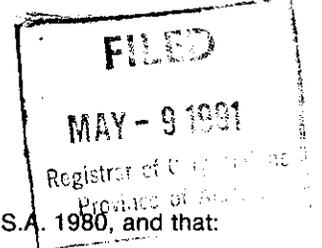
Alberta

CONSUMER AND
CORPORATE AFFAIRS

/jml

THE SOCIETIES ACT APPLICATION

CONSUMER AND
CORPORATE AFFAIRS
Corporate Registry



We, the undersigned, hereby declare that we desire to form a society under The Societies Act, R.S.A. 1980, and that:

1. — The name of the society is — **LACOMBE AND DISTRICT/RIKUBETSU FRIENDSHIP SOCIETY**
2. — The objects of the society are —

DRAW A LINE THROUGH ANY OBJECT THAT DOES NOT APPLY.
ADD ANY ADDITIONAL OBJECTS IN THE BLANK SPACE.

- ~~(a) To provide for the recreation of the members and to promote and afford opportunity for friendly and social activities.~~
- (b) To acquire lands, by purchase or otherwise, erect or otherwise provide a building or buildings for social and community purposes.
- ~~(c) To entertain and promote athletic games and exercises.~~
- (d) To provide a meeting place for the consideration and discussion of questions affecting the interests of the community.
- ~~(e) To carry on a library and debating club for the discussion of matters of general interest, and to encourage the practice of public speaking among its members.~~
- (f) To procure the delivery of lectures on social, educational, political, economic and other subjects, and to give and arrange musical and dramatic entertainments.
- ~~(g) To establish and maintain a library and reading room.~~
- (h) To provide all necessary equipment and furniture for carrying on its various objects.
- (i) To provide a centre and suitable meeting place for the various activities of the community.
- ~~(j) To endeavour to encourage and foster and develop among its members a keen interest in the improvement of agriculture in the national life.~~
- (k) To sell, manage, lease, mortgage, dispose of, or otherwise deal with the property of the society.
- (l) To promote various kinds of activities concerning the exchange of people and information regarding business, culture, education, industries, etc. between the Town and District of Lacombe, in the Province of Alberta, Canada and the Town of Rikubetsu, in the Province of Hakkaido, Japan and thereby contribute to the strengthening of mutual friendly relations.

DATED this 17th day of May 1991

NAME (SIGNATURE) PLEASE PRINT NAME BELOW SIGNATURE

COMPLETE ADDRESS



NAME (WITNESS) **FOIP Section 17(1)**

COMPLETE ADDRESS

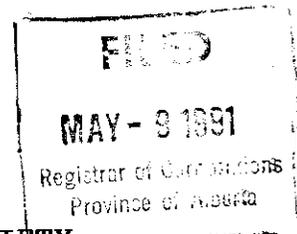
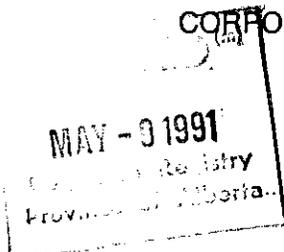
FOIP Section 17(1)

FOIP Section 17(1)



THE SOCIETIES ACT BY-LAWS

CONSUMER AND
CORPORATE AFFAIRS
CORPORATE REGISTRY



The Name of the Society is

LACOMBE AND DISTRICT/RIKUBETSU FRIENDSHIP SOCIETY

MEMBERSHIP

1. — Membership fee, if any, in the society shall be determined, from time to time, by the members at a general meeting. Any person residing in Alberta, and being of the full age of 18 years, may become a member by a favourable vote passed by a majority of the members at a regular meeting of the society, and upon payment of the fee. Such voting shall be by ballot, unless the meeting by resolution otherwise decides. Any person under the age of 18 years may in the same manner become a member upon payment of half of the said fee.

2. — Any member wishing to withdraw from membership may do so upon a notice in writing to the Board through its Secretary. If any member is in arrears for fees or assessments for any year, such member shall be automatically suspended at the expiration of six months from the end of such year and shall thereafter be entitled to no membership privileges or powers in the society until reinstated. Any member upon a two-thirds vote of all members of the society in good standing may be expelled from membership for any cause which the society may deem reasonable.

PRESIDENT

3. — The President shall be ex-officio a member of all Committees. He shall, when present, preside at all meetings of the society and of the Board. In his absence the Vice-President shall preside at any such meetings, and in the absence of both a chairman may be elected by the meeting to preside thereat.

BOARD OF DIRECTORS

4. — Board of Directors, Executive Committee or Board, shall mean the Board of Directors of the society.

5. — The Board shall, subject to the by-laws or directions given it by majority vote at any meeting properly called and constituted, have full control and management of the affairs of the society, and meetings of the Board shall be held as often as may be required, but at least once every three months, and shall be called by the President. A special meeting may be called on the instructions of any two members thereof provided they request the President in writing to call such meeting, and state the business to be brought before the meeting. Meetings of the Board shall be called by ten days' notice in writing mailed to each member or by three days' notice by telegram or telephone. Any four members shall constitute a quorum, and meetings shall be held without notice if a quorum of the Board is present, provided, however, that any business transactions at such meeting shall be ratified at the next regularly called meeting of the Board; otherwise they shall be null and void.

SECRETARY

6. — It shall be the duty of the secretary to attend all meetings of the society and of the Board, and to keep accurate minutes of the same. He shall have charge of the Seal of the society which seal whenever used shall be authenticated by the signature of the Secretary and the President, or, in the case of the death or inability of either to act, by the Vice-President. In case of the absence of the Secretary, his duties shall be discharged by such officer as may be appointed by the Board. The Secretary shall have charge of all the correspondence of the society and be under the direction of the President and the Board.

7.—The Secretary shall also keep a record of all the members of the society and their addresses, send all notices of the various meetings as required, and shall collect and receive the annual dues or assessments levied by the society, such monies to be promptly turned over to the Treasurer for deposit in a Bank, Trust Company, Credit Union or Treasury Branch as hereinafter required.

TREASURER

8.—The Treasurer shall receive all monies paid to the society and shall be responsible for the deposit of same in whatever Bank, Trust Company, Credit Union or Treasury Branch the Board may order. He shall properly account for the funds of the society and keep such books as may be directed. He shall present a full detailed account of receipts and disbursements to the Board whenever requested and shall prepare for submission to the Annual Meeting a statement duly audited as hereinafter set forth of the financial position of the society and submit a copy of same to the Secretary for the records of the society. The office of the Secretary and Treasurer may be filled by one person if any annual meeting for the election of officers shall so decide.

AUDITING

9. — The books, accounts and records of the Secretary and Treasurer shall be audited at least once each year by a duly qualified accountant or by two members of the society elected for that purpose at the Annual Meeting. A complete and proper statement of the standing of the books for the previous year shall be submitted by such auditor at the Annual Meeting of the society. The fiscal year of the society in each year shall be December 31.....
(Month, Day)

10. — The books and records of the society may be inspected by any member of the society at the annual meeting provided for herein or at any time upon giving reasonable notice and arranging a time satisfactory to the officer or officers having charge of same. Each member of the Board shall at all times have access to such books and records.

MEETINGS

11. — This society shall hold an annual meeting on or before November..... in each year, of which meeting due notice shall be given to all members. At this meeting there shall be elected a President, Vice-President, Secretary, Treasurer, (or Secretary-Treasurer), and three directors. The officers and directors so elected shall form a Board, and shall serve until their successors are elected and installed. Any vacancy occurring during the year shall be filled at the next meeting, provided it is so stated in the notice calling such meeting. Any member in good standing shall be eligible to any office in the society.

12. — Meetings of the society may be called at any time by the Secretary upon the instructions of the President or Board by notice in writing to the last known address of each member, delivered in the mail eight days previous to the date of such meeting. A special meeting shall be called by the President or Secretary upon receipt by him of a petition signed by one-third of the members in good standing, setting forth the reasons for calling such meeting, which shall be by letter to the last known address of each member, delivered in the mail eight days previous to the meeting.

13. — Five (5)..... members in good standing shall constitute a quorum at any meeting.

VOTING

14. — Any member who has not withdrawn from membership nor has been suspended nor expelled as herein provided shall have the right to vote at any meeting of the society. Such votes must be made in person and not by proxy or otherwise.

REMUNERATION

15. — Unless authorized at any meeting and after notice of same shall have been given no officer or member of the association shall receive any remuneration for his services.

BORROWING POWERS

16. — For the purpose of carrying out its objects, the society may borrow or raise or secure the payment of money in such manner as it thinks fit, and in particular by the issue of debentures, but this power shall be exercised only under the authority of the society, and in no case shall debentures be issued without the sanction of a special resolution of the society.

BY-LAWS

17. — The By-Laws may be rescinded, altered or added to by a "Special Resolution".

18. — Any dispute of the kind described in Section 18 of The Societies Act shall be resolved by arbitration as provided in said Section 18.

DATED this 7th..... day of MAY..... 19 91.....
NAME (SIGNATURE)..... ADDRESS.....



WITNESS: FOIP Section 17(1)

NAME (SIGNATURE) FOIP Section 17(1)

ADDRESS FOIP Section 17(1)



(m)
MAY - 9 1991
 Corporate Registry
 Province of Alberta
 CONSUMER AND
 CORPORATE AFFAIRS

BUSINESS CORPORATIONS ACT
(SECTION 19)

FILED
MAY - 9 1991
NOTICE OF ADDRESS OR
NOTICE OF CHANGE OF ADDRESS

FORM 3

1. NAME OF CORPORATION:

Handwritten name of corporation

2. CORPORATE ACCESS NUMBER:

3. ADDRESS OF REGISTERED OFFICE (STREET ADDRESS, INCLUDING POSTAL CODE, OR LEGAL LAND DESCRIPTION).

Handwritten address of registered office

4. RECORDS ADDRESS (STREET ADDRESS, INCLUDING POSTAL CODE, OR LEGAL LAND DESCRIPTION).

Handwritten records address

5. ADDRESS FOR SERVICE BY MAIL, IF DIFFERENT FROM ITEM 3 (POST OFFICE BOX, INCLUDING POSTAL CODE).

Handwritten address for service by mail

6.	DATE	SIGNATURE	TITLE
	<i>Handwritten date</i>	<i>Handwritten signature</i>	<i>Handwritten title</i>

FOR DEPARTMENTAL USE ONLY

FILED

TOWN OF LACOMBE

TITLE: Rikubetsu Twinning Society Grant Application	POLICY NO. 62/321.01 91P0 PG 1/1
--	----------------------------------

A group of citizens have indicated they wish to form a Rikubetsu Twinning Society to administer the Lacombe/Rikubetsu Twinning arrangement;

Council endorse and support the formation of the Rikubetsu Twinning Society for the purpose of administering the Lacombe/Rikubetsu Twinning Arrangement.



Mayor

DATE: April 8, 1991
RESOLUTION: 91-176



Town Manager

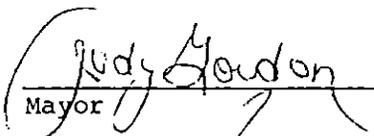
TOWN OF LACOMBE

TITLE: Discontinuance of Rikubetsu POLICY NO. 62/321 90PO PG 1/1
 Twinning Arrangement

In order to avoid a large increase in municipal taxes it had been necessary for Council to consider numerous program and budget cuts for 1990 and beyond; and

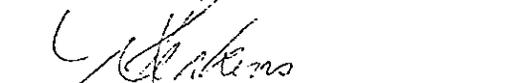
Whereas on February 12, 1990 Council approved a number of financial changes in the Three Year Operating Plan under Resolution 90-062, which identifies a decrease of \$5,000 in the 1990 Budget and a deletion all the funding in 1991 and 1992 for the Rikubetsu Twinning arrangement;

Council regrettably resolved to arrange for the discontinuance of the Rikubetsu Twinning arrangement effective January 1, 1991.



Mayor

DATE: Feb 19/90
REF: 90-086



Town Manager

TOWN OF LACOMBE - POLICY AND PROCEDURES MANUAL

Amendment to
TITLE: Rikubetsu Twinning

POLICY NO. 62-111.01 89PO Pg. 1/1

THAT Policy 62-111 89 'Rikubetsu Twinning Steering Committee Terms of Reference' be rescinded and replaced with the amended Rikubetsu Twinning Steering Committee Terms of Reference policy 62-111.01 89.

(see attached)



Mayor

DATE: May 8, 1989

REF: 89-243

Town Manager

May 8/89
Res 89-243

TOWN OF LACOMBE - POLICY AND PROCEDURES MANUAL

TITLE: Rikubetsu Twinning Steering Committee POLICY NO. 62-111 89PO PAGE 1/2
Terms of Reference

1. There shall be created an ongoing steering committee, the general purpose of which shall be to foster and expand the twinning arrangement with the Town of Rikubetsu, Hokkaido, Japan.
2. The Committee shall be composed of the following members:
 - a. A citizen of the Town of Lacombe appointed as Chairman of the Committee
 - b. Two citizens at large who are residents of the Town or of the rural community area surrounding Lacombe.
 - c. A member of the Council of the Town of Lacombe.
 - d. A member representing the schools of Lacombe.and shall be appointed for one year terms ending December 31 in each calendar year.
3. The Town Manager shall appoint a member of the Town of Lacombe staff to act as secretary and general administrative assistant to the Board.
4. The Committee shall meet at least quarterly at times and dates agreeable to members of the Committee.
5. Without limiting the generality of the purpose of the Committee as stated in Clause 1, the Committee shall be responsible for the following:
 - a. Promote ongoing communication and exchange between the municipalities, component organizations and citizenry of the respective Towns.
 - b. Make arrangements for receiving and entertaining official delegations and visitors from Rikubetsu.
 - c. Make arrangements for the sending of official delegations and visitors to Rikubetsu.
 - d. Promote the creation of cultural ties and exchange between students and youth of the respective Towns.
 - e. Undertake all other activities which are deemed appropriate in furthering the strength
6. Council will provide funding to host and entertain any delegations from Rikubetsu to a maximum of \$3,000 for each occasion. This will include payment for transportation to/from the airport, interpreter services, gifts, reception and social events.
7. Council will provide up to \$1,000 per year for expenses relating to the ongoing communication and relationship between the two municipalities. This will include payment of postage, shipping costs, telecommunication costs, interpreter services, preparation of exchange materials, purchase of gifts and similar related costs.
8. Council will provide up to \$6,000 annually to assist in sending one delegation to Rikubetsu. Funds shall be applied to the following expenses in succession:
 - a. costs related to the planning and organizing the delegation.
 - b. cost of such interpretation and travel escort services as may be appropriate.

TOWN OF LACOMBE - POLICY AND PROCEDURES MANUAL

TITLE: Rikubetsu Twinning Steering Committee POLICY NO. 62-111 89PO PAGE 2
Terms of Reference

- c. purchase of suitable gifts.
 - d. sponsorship of one major reception or social event in Rikubetsu.
9. Funds allocated but not used within the year shall be carried forward to the next year and added to the budget appropriation for that year.
10. The Committee shall provide a written quarterly report to Council on the activities and plans of the Committee.

(Policy 62-111 89PO amended by deleting the following and replacing with Clauses 6, 7, 8, 9 (printed in Bold above) and renumbering existing Clause 7 as Clause 10):

6. There shall be made within the Annual Budget of the Town an appropriation for the purposes of the twinning arrangement and upon approval by Council of an annual plan and budget prepared by the Committee, the committee shall be authorized to expend such funds in accordance with the provisions of the budget.)

Lacombe & District Rikubetsu Friendship Society

Minutes of the Annual General Meeting

Held on January 28, 2020 at

26 Dickens Lane

Lacombe, Alberta

Present:

Marlene McQuesten	Cora Hoekstra
Andrea Collins	Jennifer Meadus
Linda Henderson	Allie Parker
Thalia Hibbs	Leanne Oslund
Patrick Oslund	

- Meeting was called to order at 7:25 p.m.
- Moved by Andrea, seconded by Cora that the minutes of the February 12, 2019, AGM Minutes be accepted as circulated. **Motion Carried.**
- Financial Report:
 - Andrea distributed copies of her financial statement. Bank Balance is \$6,929.73. Total Expenses for 2019 were \$13,319.53 which included \$7,500 grant for the trip to Rikubetsu.
 - City of Lacombe grant of \$6,375.00 was approved but not received to date.
 - Moved by Patrick and seconded by Jennifer that the Financial Report be accepted as presented. **Motion Carried.**
- Discussion & Review of September Visit:
 - Welcome Reception – Agreed that Terrace Ridge School was an ideal location for the Reception and Activities.
 - Corn Maze – Agreed it is a good activity.
 - Telus World of Science – Discussed the pros and cons of the activity. Agreed to continue with this activity.
 - City Tour – Suggested we eliminate the stop at the Radio Station to spend more time at the Fire Station and Police Station. Ask Sunny 94 to be a back-up stop if inclement weather. Ask Darren Clark, the Sunny 94 DJ who is fluent in Japanese to MC the Farewell Banquet.
 - Suggestions
 - i. During the afternoon at the Jr. High have the Rikubetsu students do demonstrations of Calligraphy (bookmarks with the Lacombe Student's name), Origami etc. Marlene will discuss with Mr. Matthie.
 - ii. Extend the stay and have the students arrive around 5:00 p.m. on Friday. The pizza supper and activities could be that evening. The Corn Maze still

- on Saturday and optional. Marlene will contact Mr. Kitamura to discuss the Friday arrival.
 - iii. Contact Martin Folkerts to discuss the participation of the students at the Christian School.
 - iv. Invite the Country Pride Dancers again.
 - v. Include a Mural Tour.
- Report on Meeting in Stony Plain:
 - Marlene reported that Linda, Maureen and herself met with Kelly Maluta and Donna Cowan. Kelly is the town employee responsible for the twinning Program with Shikaoi and Donna Cowan was the mayor signing the twinning agreement and is still involved with the exchange.
 - They have between 50 – 70 students plus chaperones arrive in October for 2 weeks.
 - The town and citizens are very engaged in the exchange.
 - The town of Shikaoi financially supports their exchange. They have also built a house in Shikaoi to accommodate long stay exchanges. Adults can apply for the program and are involved with teaching English while living in Shikaoi.
 - Cora and Thalia will discuss the possibility of including the Twinning and Exchange on the City website. The website will be undergoing revamping. Also to discuss the possibility of a City employee being the key contact for the twinning.
- Promotions:
 - Marlene circulated a copy of a pamphlet that Stony Plain has developed. Agreed a pamphlet be developed for Lacombe.
 - Develop a blog for the twinning.
 - Develop a video on social media of the exchange. A video was prepared for presentation to City Council. It would be a good start.
 - Encourage host students to bring a friend to activities during the September Visit.
- Elections:
 - By acclamation:
 - President: Marlene McQuesten
 - Vice President: Cora Hoekstra
 - Treasurer: Andrea Collins
 - Secretary: Linda Henderson
 - Directors: Patrick Oslund, Jennifer Meadus, Allie Parker
- New Business:
 - There was no New Business
- Meeting adjourned at 8:40 p.m.

**LACOMBE & DISTRICT RIKUBETSU
FRIENDSHIP SOCIETY**

5701 - 56 Avenue
Lacombe, Alberta T4L 1N6

September 5, 2019

City Councillors
City of Lacombe
5432 – 56 Avenue
Lacombe AB T4L 1E9

Dear City Councillors:

The students and chaperones from Lacombe's twin town of Rikubetsu, Japan will be arriving in Lacombe on September 21st for their annual visit. We will be hosting 13 students and 4 chaperones for 4 days. I have attached a tentative itinerary of their activities for your information.

You are invited to attend the Welcome Ceremony on September 21st and the Farewell Banquet on September 24th. We would be pleased if you could attend. Please RSVP by September 19th or if you require further details, please contact me at [FOIP Act section 17\(1\)](#) or email: [FOIP Act section 17\(1\)](#)

Sincerely

[FOIP Act section 17\(1\)](#)

Marlene McQuesten

/mlh
Enclosure

ITINERARY FOR JAPANESE DELEGATION VISIT

September 21 – 25, 2019

TENTATIVE

Saturday, September 21, 2019 – Our Guests Arrive!!!

11:15 AM. – 2:00 PM

Host families to meet at Terrace Ridge School for the arrival of exchange students. We will have a Welcome Luncheon, which will be held at the school.

Lunch will be provided.

5:00 PM

Meet at the Kraay Family Corn Maze for a Wiener Roast. Wieners, buns, condiments and pop will be provided. Please bring salads or snacks (S'mores, chips etc.). Please bring lawn chairs and wiener sticks.

Sunday, September 22, 2019 – Free Day

No activities are planned for today. Enjoy the day with your Japanese guests.

Monday, September 23, 2019 – Edmonton

9:00 AM

Please meet at the LMC. Rikubetsu & Lacombe students and chaperones will travel to Edmonton to tour the Telus World of Science. **Admission free.**

***Note: Please provide your Japanese guests with a bag lunch or \$10-\$12 each for lunch. Lunch will be eaten in the Cafeteria.**

4:00 PM

Pick up at LMC.

The evening is FREE time to spend with your students as you wish.

Tuesday, September 24, 2019 – City Tour & Farewell Banquet

8:50 AM

Please meet at the LMC... A bus will be taking **host students**, Japanese students and chaperones on a tour of Lacombe. (Stops will include Fire Hall, Police Station, Sunny 94, etc.)

The students will eat lunch at the Junior High School at approximately 12:15, followed by a school tour and some class time.

***Please provide a bag lunch for your students or chaperones.**

3:30 P.M.

Pick up students at Lacombe Junior High School

6:00 PM

Host families, Japanese Students and chaperones to enjoy a potluck supper and program at the South Centennial Room at the LMC

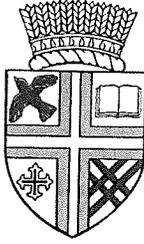
We are asking each family to bring a salad or dessert. Roast beef, mashed potatoes and beverages will be provided.

Wednesday, September 25, 2019 – Japanese delegation leaves

PLEASE BE AT GARY MOE AUTO GROUP SPORTSPLEX (swimming pool) AT 8:30 AM

*We would like to acknowledge the generous support of the following
Lacombe businesses and organizations*

***CITY OF LACOMBE
LACOMBE JUNIOR HIGH SCHOOL
TERRACE RIDGE SCHOOL
SUNNY 94***



Lacombe Arts Endowment Committee Terms of Reference

Background

In 2003 the Town of Lacombe established a Cultural Development Reserve Fund, the purpose of which to hold funds generated by the café at the Lacombe Art Exhibit and Sale and an annual fundraising event for the arts. The volunteers involved in the organization of these two events were committed to the development of a fund that would provide a sustainable source of funding for the development of the arts in the community.

The funds were held in the Cultural Development Fund while further research was conducted to determine the most effective means of establishing an endowment fund. The Red Deer & District Community Foundation is a proven and well-established organization in the Central Alberta community and was recommended to Council as the place to hold and administer the funds generated from the Lacombe community.

Authority

On an annual basis the Red Deer & District Community Foundation will issue funds to the City of Lacombe as a qualified donee (recipient as defined by Canada Revenue Agency). Funding allocations will be decided by the Council appointed committee, the Lacombe Arts Endowment Committee.

Goal of the Endowment Fund

The original long term plan for the establishment of an endowment fund was to provide a self sustaining source of funding of a significant amount in perpetuity that would support annual grants for specific arts and culture programs, scholarships and/or initiatives. The types of projects envisioned for funding may include but are not limited to:

- Seed funds for new cultural initiatives
- Bring recognized artists to the community
- Youth and adult scholarships
- Funding for cultural facilities
- Educational programs for the arts
- Public art

The initial focus for the establishment of the endowment fund is to support youth artists.

Composition of Committee

The committee will be composed of four (4) members serving rotating terms of three years.

Members will include:

- One (1) member of City Council
- Four (4) City and Area Members at Large

New member applications are forwarded to the Mayor's office for review and approval, forwarded to the Arts Endowment Committee for information, then submitted to Council for ratification and appointment.

Meetings

The committee will meet at least twice per year at which time the allocation of the funds will be determined. The committee may meet as required to advance the initiatives of the endowment fund.

Role of the Committee

The role of the committee will be to

- a) Develop criteria for the dispersal of the annual allocation of funds
- b) Develop a marketing plan for the advancement of the goals of the endowment fund
- c) Implement the marketing plan for the advancement of the goals of the endowment fund
- d) Encourage opportunities for giving to the endowment fund through the establishment of various gifting programs.

Appendix A

Arts Endowment Committee

For Applicants:

Purpose: A catalyst designed to build a legacy in perpetuity for the arts that supports the education, awareness, appreciation and development of the arts thereby contributing to the quality of life for residents of Lacombe and area. Meets at least twice a year or as needed. Committee composed of 4 City and area public members and 1 Council member – Public Members rotating terms of 3 years

Role of Councillor: All members of the Committee including Members of Council are active voting members. The Councillor is also expected to act as liaison between the Committee and Council and to represent the interest of the City on the Committee.

Revised: October 2015

Lacombe Arts Endowment Grant

Program Guidelines and Application Form

1. **Purpose** – to support the artistic development of individual artists or not for profit organizations, whose primary residence / office is located in Lacombe or Lacombe County, by providing a grant for specific arts based training or arts development.
2. **Eligible projects** – Training and development, including workshops, master classes, mentorship programs or professional courses of study in the arts. ***All art forms, including visual, performing and literary arts will be considered. All artists, regardless of age or experience, are eligible for this grant.***
3. **Grants to minors** – If the applicant is under the age of 18 at the time of application, the following requirements must be met:
 - a. A parent or legal guardian must sign the Application Form as the Designate for the grant.
 - b. The Designate is responsible for the following:
 - i. Completeness and accuracy of the Application Form
 - ii. Receipt and use of the grant funds
 - iii. Serving as a contact person for all inquiries related to the grant
4. **Grant conditions** – The maximum grant under this program will not exceed \$2,500.
 - a. Applicants may apply for up to 100% of eligible expenses that are directly related to the proposed project, including, but not limited to:
 - i. Tuition and training fees (mandatory component)
 - ii. Artists' supplies
 - iii. Transportation and accommodation
 - iv. Other expenses considered by the Granting agency to be reasonable and necessary
 - b. **Grant recipients must return funds if reporting requirements are not met.**
 - c. Grant recipients may request in writing an extension to their project completion date. A single extension will be considered.
 - d. Artists may be awarded this grant once each year
 - e. Successful grant applicants who do not abide by the requirements may not be eligible for future grants from the Lacombe Arts Endowment Fund
5. **Giving back to the community** – Grant recipients are required to give back to their community to share the skills learned through courses taken with their grant. This may be in many forms:
 - a. Music: playing at the Arts Endowment Showcase, Encore Art Sale, or a Music in the Park pre-concert, or host a concert of your own for the community.
 - b. Visual Arts – volunteering at the Encore Art Show & Sale or teaching a class at a guild or school. Volunteering at an arts-based fundraiser in Lacombe or Lacombe County.
 - c. Other - volunteering at an arts event such as the Culture & Harvest Festival.

6. Application Requirements –

- a. Detailed description of the project, including an outline of the objectives, planned activities, schedule, and the expected results and benefits.
- b. Proposed budget, including amount requested
- c. Current resume of no more than 4 pages,
- d. Supporting audio/visual materials.
 - i. For visual artists – one set of five (5) images of completed work. Provide a numbered inventory of the images, including title, medium, size and year of execution. Acceptable formats:
 1. One memory stick, CD ROM or DVD ROM compatible with MS Windows operating system and with images in JPEG format with a resolution of 72 dpi; and a maximum size of 1024x768 pixels and 500K (0.5MG)
 2. 35 mm colour slides
 - ii. For performing artists, including but not limited to music and dance - two audition pieces on one memory stick or DVD that is playable in a commercial DVD player. The two audition pieces together must not exceed 4 minutes in length, and must duplicate the experience of a live audition. One audition piece must relate to the program of study, such as classical, contemporary, jazz, modern, folk, etc. The second piece must be in a contrasting style.
 - iii. For literary artists – 2 writing samples of no more than 10 pages each. Samples must be clean copies on white, single-sided, unbound 8 1/2 x 11 inch paper, double spaced and with a font size of 12 or larger. A PDF file of each written sample must also accompany the application.
- e. Not for profit organizations are to provide a full description of the organization including the mission statement, and who within the organization will benefit from the grant. Your project budget, and organization's budget for the year, and current set of financials are required as proof of financial stewardship.
- f. Applicants who have been accepted into a specific course must provide a letter of acceptance.

7. Application Format

- a. Applications and support materials must be received by 4:30 p.m. Mountain time. Faxed and email copies will not be accepted.
- b. Late or incomplete applications will not be considered
- c. Audio/visual support materials will not be returned unless the applicant submits a self-addressed stamped envelope with the application.

Note: We recommend that you do not wait until the last week to submit your application. If there are issues with dvd's, thumbdrives, etc. when we receive them there may not be enough time to reach you for another copy. Be pro-active and get your submission in early.

8. **Assessment and Notification** – Jurors of the Lacombe Arts Endowment Fund will consider each project based on these general criteria, as well as the qualifications of the educator and/or institute:
- a. The artistic, educational or promotional merit of the project
 - b. The appropriateness of the budget
 - c. Impact of the project
 - d. Jurors may also consider the applicant's:
 - i. Level of training and experience
 - ii. Personal objectives
 - iii. Performance and achievements both past and present
 - e. Applicants will be notified in writing of the results within four months of the application deadline.
 - f. The committee may or may not grant the full amount requested.
9. **Reporting** – Grant recipients must submit a report upon completion of the project that demonstrates that grant funds were spent on the activities described in the application. This report is due 60 days after the stated completion date of the project and must include the following:
- a. Complete financial report, showing use of the grant funds. Receipts may be required
 - b. Description of the results of the project, with an evaluation of its success in relation to the original objectives.
 - c. Supporting letters from the educator and/or institute.
 - d. Any reviews, etc. in which the applicant's project is mentioned.
 - e. A copy of work produced, if applicable
10. **Grant Stacking** – Grant stacking is defined as the use of grant funds from the same organization or granting body in order to meet applicant investment level requirements for different grant programs.. It is also defined as applying to multiple grant programs from the same source for one initiative. If an applicant has applied for grant funding from the Echo Community Grant, Recreation & Culture Grant, Facility Rental Financial Assistance Grant, Community Builder Partnership Grant, FCSS External Grant funds, Business Partnership Grant, Business Storefront Grant or Echo Energy Grant and received funding, they are not eligible to receive funds from the Arts Endowment Fund. If they receive funding from any of these agents after receiving the Endowment Funds, then they must return the lesser amount to the originating source of funds.
11. **Deadline** – Grant applications must be received by **4:30 P.M.** Mountain time on the **last business day of March** each year addressed to:
- Lacombe Arts Endowment Grant
 Attention: Lacombe Arts Endowment Committee
 c/o City of Lacombe
 5432 – 56 Avenue
 Lacombe, AB T4L 1E9

Lacombe Arts Endowment Grant Application Form

(Residents of Lacombe & Lacombe County Only)

Category Visual Arts____ Performing Arts ____ Literary Arts ____

Applicant or Not for Profit Organization (NPO) _____

Street Address _____

City _____ Province _____ Postal Code _____

Phone _____ NPO # _____

Email _____ Web Site _____

Project Start Date _____ Completion Date _____

Brief Project Description:

Requested Grant Amount: _____ (max \$2,500)

CHECKLIST:

- Completed Application Form and signed Application Agreement
- Detailed description and schedule of study course or project if for a Not for Profit Arts Organization
- Detailed budget
- Current resume or required business documentation
- Supporting audio/visual materials
- Letter of acceptance if applicant has been accepted into a specific course
- A self-addressed stamped envelope has been provided for the return of my Audio/visual support materials

Application Agreement

I agree to comply with the following requirements:

- Any funds awarded will be used solely for the purpose for which the grant was approved and any funds not so used will be returned to the Lacombe Arts Endowment Fund
- I agree that the guidelines form part of the application and agree to be bound by them
- I have reviewed this application and agree to the best of my ability, confirm that the information contained within is true and complete in every respect
- I will submit a report within 60 days of course completion.

Signature _____ Date _____

I found out about this grant from _____

If you would like your materials returned, please provide a self-addressed stamped envelope.

If the Applicant is under 18 years of age or has a legal guardian, the Designate must complete the following:

I agree that I am the designate for this grant application and I assume responsibility for the use of grant funds and compliance with all requirements stated in the Guidelines and Application form.

Signature of Designate _____

Name (please print) _____

Street Address _____

City _____ Province _____ Postal Code _____

Phone _____ Fax _____

Email _____ Web Site _____

Date _____

The personal information that you provide to the City of Lacombe is collected under the authority of the *Alberta Freedom of Information and Protection of Privacy (FOIP) Act – Section 33(c)*. The information will be used for the Arts Endowment Application process only. Collected personal information is protected from unauthorized access, collection, use, and disclosure in accordance with the *FOIP Act*, and can be reviewed and corrected upon request. Questions regarding the collection of personal information can be directed to: FOIP Coordinator, City of Lacombe, 5432-56 Ave, Lacombe, AB T4L 1E9, 403-782-6666 or 403-782-1281, foip@lacombe.ca.

 <p>CITY OF LACOMBE</p>	<h2>City of Lacombe</h2> <h3>Public Art Collection Policy</h3>	
	Policy Number:	78/210.01 (12)
	Approval Date:	
	Effective By:	
	Supersedes:	78/012.01 (09, Res. # 09-091)
	Revision Date:	
	Review Date:	2017 and Every Five Years Thereafter
	Department:	Director of Community Services, Recreation & Culture Services Manager, Community Services Executive Assistant
	Reference:	Percent for Art 78/210.02 (12) Public Art Collection Administrative Directive

Purpose of Policy

The City of Lacombe will provide leadership and investment in the Arts, to support a diverse urban community that enjoys optimum social, economic and aesthetic elements. A community is enriched by artistic and cultural choices, making it a “place” where people choose to live, conduct business and invest.

A Public Art Collection representative of our local culture will serve as a foundation for collective memory, community continuity and social development. Citizens of Lacombe believe that public art contributes to the image and the spirit of their community. This policy will direct how the City will acquire, manage and maintain a public art collection on behalf of its citizens, thus building a legacy for arts and culture in Lacombe.

Policy Statement

Desired Outcomes

A public art collection is a community building tool that may foster:

- Equal opportunity for citizens to view, enjoy and learn about art.
- Public expression of enthusiasm of community spirit and social cohesion.
- Opportunity for Artists to advance their artistic expression.
- A sense of place, understanding the past, the present and future.
- Inclusiveness and consultation as it provides opportunity for various community stakeholders to come together (citizens, business, philanthropists, artists, municipal administration, service clubs, professionals).
- Tourism and hospitality.
- Development of social capital.
- Preservation and nurturing cultural diversity reflective of Lacombe's population.
- Rejuvenation of communities or neighborhoods.
- Economic competitiveness.

Applicability

Civic jurisdiction will include Lacombe City Council, Community Services, and Corporate Services

Definitions

Forms of Artist Expression

Arts: refers to the expression of ideas, the appreciation and the experiences through the fine arts. The arts can be enjoyed, experienced as an educational opportunity, as entertainment, as a hobby, as a profession. The arts include literary arts, performing arts and visual arts.

Literary arts are activities that involve the enjoyment of words and self-expression through works with the use of imagination and/or creativity.

Performing arts are activities that involve self-expression through dance and movement, drama and/or music.

Visual arts are activities that involve self-expression the creation of and appreciation of artistic objects.

Heritage refers to ideas, experiences and customs of Canadians or groups of Canadians that are passed on to future generations, and to the means of their preservation, recollection and expression of cultural diversity.

Types of Art

Portable Artwork of a scale appropriate for rotation through public spaces belonging to the City. The placement of portable works may not be stipulated as a condition of the gift.

Non-portable Works of a scale larger inappropriate for the portable collection and would require a semi permanent site.

Commissioned Works Specific works that are commissioned gifts to the City Public Art Collection.

Other

City refers to the City of Lacombe

Council refers to the Lacombe City Council

Lacombe Art Collection Committee (LACC) A committee mandated by City Council.

Responsibilities

Civic jurisdiction will include Council, Parks and Recreation, Tourism & Economic Development, and Planning Departments. Specific roles may include:

City Council

- Adopt the Public Art Collection Policy.
- Provide support through the budget process.
- Facilitate partnerships and champion the opportunity to participate and contribute.
- Provide direction to Administration on future art collection policies.

Community Services

Recreation & Culture Services

- Continued liaison with the Lacombe and District Recreation, Parks and Culture Board and the Lacombe Arts Endowment Fund.
- Develop administrative process and protocols.

Council Policy

- Provide administrative support.
- Oversee support and orientation of the Lacombe Art Collection Committee members.

Economic Development and Tourism

- Promote Lacombe as a community of art.
- Develop print material.
- Generate and market opportunity for links between the business and arts communities
- Promotes new “talent industries” associated with creative activities.

Parks

- Installation of outside art works.
- Maintenance and care of outside art works.

Corporate Services

Planning

- Ensure exterior forms of artists expressions comply with existing municipal planning bylaws, policies and regulations.

Finance

- Provision of adequate insurance coverage
- Oversight for asset management
- Establish the Art Bank
- Direct funds from the planned removal of artwork to the Lacombe Arts Endowment Fund.

Procedure

1. Collection Management and Maintenance of Public Art

The Public Art Collection will be legal property of the City, and oversight of the collection will be facilitated by Recreation and Culture Services. A community based committee, the Lacombe Art Collection Committee (LACC) will provide the actual work and processes related to management of the collection with administrative support from municipal administration. Specific functions to be facilitated include:

- a) Collection Management: This includes collection development, maintenance and enforcement of collection policy and procedures that address the care, handling, placement and storage of artwork.
- b) Collection Documentation: Collection inventory, acquisition records, incident reports, condition reports, legal ownership papers and histories, artist biographies, location histories and photographic images
- c) Art Conservation: A professional art conservator will be consulted and or hired to provide conservation assessments. Maintenance technicians appointed by the Art Conservator or the Conservator will perform treatments for the City's public art collection
- d) Expansion of the Collection: Develop opportunities for contributions to be added to the collection. Create a strategy to mentor emerging artists

2. Acquisition

Art may be donated, purchased, bequeathed or sponsored into the Public Art collection. Formal and informal invitations to submit pieces will be extended. All art pieces will be submitted to the LACC for curatorial guidance.

3. Lacombe Art Collection Committee Composition

The committee will be comprised of:

Council Policy

- a) Three (3) art professionals (active artists, gallery owners, art enthusiasts, professional instructors)
- b) Two (2) members of the Lacombe Arts Endowment Committee (one elected official & committee chair)
- c) One (1) Recreation and Culture Board member
- d) One (1) Recreation & Culture Manager or designate

Interested art professionals may apply to Council for appointment. Committee members will sit for a three year term with the option to be reappointed for one additional three year term. The committee will meet a minimum of two times per year, or as specific projects related to the art collection require.

LACC members who may be in a position for personal or financial gain from the acquisition of artwork may not participate in the allocation of funds

4. Lacombe Art Collection Committee Role

The LACC will manage the Art Collection Plan and will provide professional oversight based on best practices associated with the management and expansion of a public art collection. This will include:

Aquisition: Any object or collection of objects formally accepted in the art collection

Removal: An object that has been permanently removed from the collection through a formal process

Disposition: Objects that have been removed from the collection (discard or transfer of ownership)

Public Trust: Obligations to maintain and preserve the art collection on behalf of citizens.

Artist Inventory: Ongoing invitation and screening of artists and art works.

5. Art Works Selection Criteria

1. Artistic Quality: Strength of the concept, vision and craftsmanship of the artwork.
2. Context: The architectural, historical, geographical and or socio cultural context of the site.
3. Media; All art forms including disciplines and media that temporary or which survive only through documentation after the life of the piece has ended.
4. Longevity: The structural and surface soundness and inherent resistance to theft, vandalism, weathering and excessive maintenance or repair costs.
5. Public Safety: Meets City building, electrical other codes for safety.
6. Diversity: Artwork that is diverse in style, scale and media and ranges from experimental to established form; also refers to artists from assorted backgrounds and ranges of experience.
7. Feasibility: Artist's ability to successfully complete the work as proposed based on experience, durability of material, project budget, and timeline and city/county zoning/construction/design guidelines.
8. Duplication: Artwork is unique and an edition of one or is of a limited edition.

6. Placement of Art

Currently the public arts collection will be housed within the Lacombe Memorial Centre. When the collection exceeds the capacity of the LMC alternate locations within City buildings will be identified. Over time it is anticipated that as the collection grows, Council may consider expanding the collection to buildings outside of City Properties. (banks, government offices, community institutions etc).

Mayor

CAO

Council Policy

Steve Christie

Norma MacQuarrie

Date

Date

UNCERTIFIED COPY



Art Collection

10 Year Management Plan

2010 - 2020

Lacombe Art Collection Committee



Management Plan (2010-2020)

Desired Outcome / Vision

- Sculptures are installed throughout the community
- Continue to add murals throughout the city.
- Procedures will be in place for the care, handling and storage of artwork including sculptures, once a suitable humidity controlled environment is available – perhaps in conjunction with the Historical Society.
- A Performing Arts Facility exists and showcases artworks from the collection
- A virtual online catalogue exists for people to view the collection.
- Art is loaned for display in suitable municipal buildings.
- Performing Literary Art Podcasts – including movies/videos at the Flatiron are available
- The Library is filled with beautiful unique artwork and the LMC displays works from the collection, exhibitions from local guilds, artists, and TREX.
- The Committee purchases or commissions at least one piece of artwork per year, ensuring different mediums are added to the collection.



Accomplishments from 2013 – 2018

- The collection has grown from 174 to 261 pieces, with a value of \$255K.
- Large commissioned works include the pinecones in Mayor's Park, Fountain in Bruns Park, a bronze statue at the Police Services Building, the Wizard in Popow's Park, a Tree Spirit at the trail head on Elizabeth Lake, and the Kinetic Tree downtown.
- Two additional display cases were added in the LMC
- Art tours have been held for Ag Services and various seniors' groups
- The artworks continue to be rotated in the LMC to provide a fresh perspective
- Artist exhibitions have been occurring in the hallway to Anna Maria's Café, and upstairs in the upper foyer.
- The Percent for Art Policy is in place, as is the Public Art Policy. Artist Exhibition Policy and the Terms of Reference.
- A piece of artwork from every Featured Artist in the Encore Art Sale has been added to the collection.
- The collection has grown from mainly 2D pieces in 2013 to a 2 & 3D works and a multitude of mediums.

Current Situation In 2018

- Purchase or commission at least 1 piece of art per year
- Art from the original Lacombe Art club of the 50's and 60's is in storage at City Hall
- An excel listing and photos of all of the pieces is being completed
- Nova Chemicals' donated works are on display in the east wing of the LMC
- An Art Collection Brochure is in place and is updated as needed for distribution across the province.
- Biographies of all of the artists continue to be collected
- A donor form/waiver is in use
- Artwork is on display in the library
- AFA Travelling Exhibits are displayed annually at the LMC
- An opportunity exists to have additional hanging systems added to the brick walls in the library.
- The current listing is located in **FOIP Section 16**
[REDACTED]

Goals

Goal #1: *Purchase one piece of Commissioned Artwork per year, pursuing different mediums, such as sculptures, tapestries, fiber art, metal works, etc.*



Action Steps	Time Frames	Resources	Tracking and Measurement
Council Budget	Yearly	\$20K operating budget.	Yearly
Determine funding for % for Art Policy Operations Budget Donations Sponsorships	When the budget is approved each December As additional funds come in	Capital Budget Funding Operations Budget, Volunteers & Community Services Staff	Operations and Finance confirm that 1% funding is in place as
Determine type of art to be commissioned	By February 15 each year for RFP	Internet, art shows & sales, recommendations staff, LACC	Type of artwork determined
Write an RFP for commissioning the artwork	February 20 each year	Staff	RFP issued, artist agreement signed
Donations/ Sponsorship Funding Raised	As determined by the Committee	Utility Newsletter. Personal letters, Personal contact. Social Media	Approach one donor/sponsor annually

Anticipated Considerations

1. Lack of budget from Council
2. Lack of Capital project funds for 1% For Art
3. Public acceptance of public artwork

Solutions

1. Ensure the Council member on the Art Collection Committee encourages Council to fund public art each year.
2. Attend Alberta Public Art Network Conference (APAN) to learn of new public artists, share ideas and learn from other communities who have a public art program.
3. Innovative ideas / media announcements / videos produced ahead of installations so the public is aware of what is coming, who the artist is, and when to expect it.



Goal #2: Sculptures Installed Throughout the Community



Action Steps	Time Frames	Resources	Tracking and Measurement
Map out Locations for Sculptures Henner's Park, and various areas downtown	Ongoing	City Map, Future Green Areas and DARP (Downtown Area Revitalization Plan) Parks Map, Open Spaces Plan	Sculpture locations identified
Pursue Sculptures as Commissioned or direct purchase pieces	As new sculptors surface, new ideas come to light, or as funding / 1% for art dictates	22K minimum operations budget. Internet, Social Media, APAN, Art Shows, Websites	Sculptures are added as funds and space allow.

Potential Considerations

1. Funding from Council, donors, sponsors
2. Maintenance of park/outdoor areas
3. Ongoing maintenance of artworks

Solutions

1. Innovative thinking for new sculptural concepts
2. Develop a maintenance schedule

Goal #3: Placement of Art in the Community



Action Steps	Time Frames	Resources	Tracking and Measurement
Install additional hanging system for Library	2019	Maintenance staff	Tracking system installed on brick walls.
Collect more art for the Library	ongoing	Community donations Budget funding	
Maintain a list of buildings suitable for additional murals and statues	Ongoing	City Staff	List is in place

Potential Considerations

1. Stakeholder buy-in
2. Artwork site priorities
3. Public awareness of future sites for art

Solutions

1. Promote the benefits to ensure stakeholder buy-in
2. Ensure adherence to this management plan
3. Develop an art location plan

Goal #4: Actively Support the Lacombe Performing Arts Centre Foundation in their pursuit of a new arts facility



Action Steps	Time Frames	Resources	Tracking and Measurement
Include in 10 year City Facilities Plan	TBD	Interested Citizens Recreation Board, Recreation & Culture Master Plan Council	Written down as a plan
Assist in planning for the Performing Arts Facility	Ongoing	Volunteers	Attend Meetings Fund Generation
Assist in promoting the need for this facility	2020+	Art Enthusiasts Staff School Programs	Community views the facility as “needed”

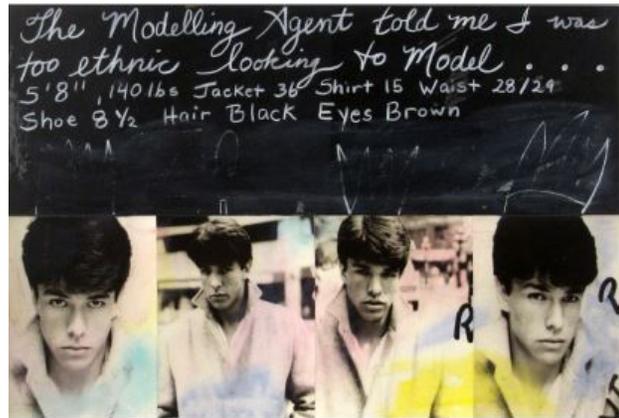
Potential Considerations

1. Capital and operating funds,
2. Staffing
3. Community does not see a need.

Solutions

1. Council buys into funding and adding to Capital Plan. Reflects Lacombe’s Strategic Plan to promote social and cultural vibrancy
2. TBD
3. Involve the community early in the planning phase to grow an understanding of the need. Get community groups involved from the outset.

Goal #5: Artist or Alberta Foundation of the Arts Travelling Exhibits on Display in the Lacombe Memorial Centre



Action Steps	Time Frames	Resources	Tracking and Measurement
Select / apply for AFA exhibits	Each year	Staff Time \$ small amount	Notification email rec'd
Market via social media	2 weeks prior to exhibition	City Staff	On schedule, positive public response
Determine if an opening should be held	At the outset of the year once exhibiting artists are selected	City Staff Budget funds	Number of attendees per opening is greater than 30 people
Take down and return artwork	As per AFA schedules	Staff and LACC	Display area ready on time for new art

Anticipated Considerations

1. Manpower for displays
2. Staff time for social media
3. Openings are poorly attended.

Solutions

1. Book Committee members or volunteers 6 weeks out from exhibition set up & take down.
2. Create a video of the exhibiting artist for social media to promote the opening 6 weeks in advance.
3. Ensure ample budget for advertising openings. Person to person invitations, mailings.

Goal #6: Preservation of the Art Collection



Action Steps	Time Frames	Resources	Tracking and Measurement
Collaborate with the Historical Society & Lacombe Performing Arts Centre Foundation for storage space	TBD	Staff Volunteers Society members	Proper storage of works exists and is being used for the preservation of the art collection
When storage facilities are being constructed, create procedures for the care, handling, and storage (humidity control) of artwork	TBD	Volunteers Staff Other city/ organizations' procedures Research	Procedures in place and implemented
Digital Art Collection documentation	2019	City Staff Committee Members Student	The Art Collection is digitized and available online

Potential Considerations

1. Funding for storage/ equipment
2. Stakeholder buy-in
3. Time and staffing requirements

Solutions

1. Allocation of budgeted funds
2. Increase awareness of the monetary and historical value of the collection
3. Seek grant funding to hire a summer student to create the digital collection.

Goal #7: Establish and Maintain Active Partnerships



Action Steps	Time Frames	Resources	Tracking and Measurement
Partner with Tourism & Chamber to market the art collection as a destination	Ongoing	Staff Lacombe Tourism Lacombe Chamber	The art collection is being marketed as a tourism destination.
Partner with Lacombe Historical Society for historical preservation/use	Ongoing	Staff Historical Society	Local significant art pieces and artists information is properly preserved
Library partnership for research purposes	Ongoing	Staff, Volunteers, Library staff & Businesses	Research has been completed for artists and unique art pieces or techniques
Partner with Alberta Art Guilds to promote LMC exhibitions	Ongoing	City Staff Guild staff	Information is shared via e-mail and social media for upcoming events

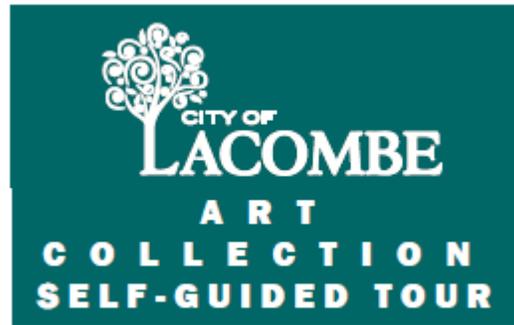
Potential Considerations

1. Lack of buy-in for partnerships
2. Time and staff requirements
3. Skill base

Solutions

1. Promote the benefits to ensure partnership buy-in
2. Prove win-win scenarios are worth the time and staff resources
3. Training

Goal #8: Market the Art Collection



Action Steps	Time Frames	Resources	Tracking and Measurement
Develop and Implement a Marketing Plan	As funds permit	Staff Volunteers	Numbers are quantified for customer reach etc.
Update Brochure	Every three years	Staff	Brochure is updated and distributed
Utilize social media and film to promote exhibitions and new art works	Ongoing	Staff LACC	Positive feedback from the public via current social media platforms
Host Openings for Exhibitions	As per the booking schedule / funding	\$\$, Staff LACC Facility	# of people attending openings

Potential Considerations

1. Time and Staff requirements
2. Lack of funding to implement the current marketing plan
3. Who to host openings for?

Solutions

1. Prove outcomes are worth the money, time and staff resources
2. Increase marketing budget
3. Determine how many openings to host per year, and create a video to promote selected art exhibitions 6 weeks ahead of time

Tracking and Measurement

Who needs to know & who needs to tell them?

- Staff
- City Council
- Volunteers
- General Public

How will we communicate the plan?

- Council reports
- Sunny radio
- Newsletters
- Social media (videos, blog, twitter, facebook)
- Newspaper
- Articles

When will the plan start? 2010

Who is responsible for what?

- Lacombe Art Collection Committee to approve a plan
- Council Representative to inform Council
- Council to support with resources (money, staffing)
- Implementation by volunteers and staff (administration & maintenance)

What kind of follow-up information is needed?

- Action list reviewed at meetings, tracked and measured

From Whom?

- Staff
- City Council
- Volunteers
- General Art Enthusiasts

How often?

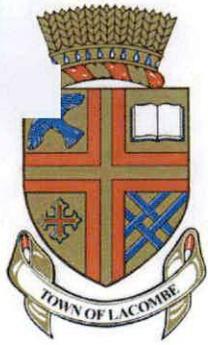
- At least yearly at the Art Collection Meetings

In what form?

- Meeting agenda
- Verbal reports
- Notes/Emails

Support team important to the success of this plan:

- Staff
- City Council
- Volunteers
- Art Enthusiasts



Town of Lacombe

Public Art Collection Policy

Policy #: 78/012.01 07

Adopted: September 10/07

Policy Statement:

The Town of Lacombe will provide leadership and investment in the Arts, to support a diverse urban community that enjoys optimum social, economic and aesthetic elements. A community is enriched by artistic and cultural choices, making it a “place” where people choose to live, conduct business and invest. A public Art Collection representative of our local of culture will serve as a foundation for collective memory, community continuity and social development. Citizens of Lacombe believe that public art contributes to the image and the spirit of their community. This policy will direct how the Town will acquire, manage and maintain a public art collection on behalf of its citizens.

Principles

A public art collection is a community building tool that may foster:

- Equal opportunity for citizens to view, enjoy and learn about art
- Public expression of enthusiasm of community spirit and social cohesion
- Opportunity for Artists to advance their form
- A sense of place, understanding the past, the present and future
- Inclusiveness and consultation as it provides opportunity for various community stakeholders to come together (citizens, business, philanthropists, artists, municipal administration, service clubs, professionals)
- Tourism and hospitality
- Development of social capital
- Preservation and nurture cultural diversity reflective of Lacombe’s population
- Rejuvenation of communities or neighborhoods
- Economic competitiveness

Forms of Artist Expression

Arts: refers to the expression of ideas, the appreciation and the experiences through the fine arts. The arts can be enjoyed, experienced as an educational opportunity, as entertainment, as a hobby, as a profession. The arts include literary arts, performing arts and visual arts.

Literary arts are activities that involve the enjoyment of words and self-expression through works with the use of imagination and/or creativity

Performing arts are activities that involve self-expression through dance and movement, drama and/or music

Visual arts are activities that involve self-expression the creation of and appreciation of artistic objects

Heritage refers to ideas, experiences and customs of Canadians or groups of Canadians that are passed on to future generations, and to the means of their preservation, recollection and expression of cultural diversity. *(Amended 03/27/06)*

Responsibilities

Civic jurisdiction will include Town Council, Parks and Recreation, Tourism & Economic Development, Planning departments. Specific roles may include:

Town Council

- Adopt the Public Art Collection Policy
- Provide support through the budget process
- Facilitate partnerships and champion the opportunity to participate and contribute
- Provide direction to Administration on future art collection policies

Recreation Services

- Continued liaison with the Recreation and Culture Board and Lacombe

Endowment Fund

- Develop administrative process and protocols
- Provide administrative support
- Oversee creation, support and orientation of the Selection Panel members

Economic Development and Tourism

- Promote Lacombe as community of art
- Develop print material
- Generate and market opportunity for linkages between the business community, and the arts community
- Promotes new “talent industries” associated with creative activities

Parks

- Installation of art outside art works
- Maintenance and care of outside art works

Planning

- Ensure exterior forms of artists expressions comply with existing municipal planning policies and regulations

Procedures

Collection Management and Maintenance of Public Art

The Public Art collection will be legal property of the Town of Lacombe, and oversight of the collection will be facilitated by Recreation Services. A community based Selection Panel will provide the actual work and process related to management of the collection with administrative support from municipal administration. Specific functions to be facilitated include:

- 1) Collections Management: This includes collection development, maintenance and enforcement of collection policy and procedures that address the care, handling, placement and storage of art work.
- 2) Collections Documentation: Collections inventory, acquisition records, incident reports, conditions reports, legal ownership papers and histories, artist biographies, location histories and photographic images
- 3) Art Conservation: A professional art conservator will be consulted and or hired to provide conservation assessments. Maintenance technicians appointed by the art conservator or the conservator will perform treatments for the Town of Lacombe's public art collection
- 4) Expansion of the Collection: Develop opportunities for contributions to be added to the collection. Create strategy to mentor up and coming artists

Acquisition

Art may be donated, purchased, bequeathed or sponsored into the Public Art collection. Formal and informal invitations to submit pieces will be extended. All art pieces will be submitted to the Selection Panel for curatorial guidance.

Selection Panel Composition

The selection panel will be comprised of:

- 1) Three art professionals (active artists, gallery owners, art enthusiasts, professional instructors)
- 2) Two members of the Lacombe Arts Endowment Committee (one elected official & committee chair)
- 3) One Recreation and Culture Board member
- 4) Recreation Community Coordinator or designate

Interested art professionals may apply to Town Council for appointment. Committee members will sit for a four year term. The selection Panel will meet a minimum of two times per year, or as specific projects related to the art collection require.

Selection Panel Role

The chief function of the selection panel will be to provide professional oversight based on best practices associated with the management and expansion of a public art collection. This will include:

Accession: Any object or collection of objects formally accepted in the art collection

Collection(s):

Deaccession: An object that has been permanently removed through a formal process from the collection.

Disposition: Objects that have been deaccessioned from the collection (discard or transfer of ownership) Funds/proceeds realized from this disposition will be directed to the Lacombe Arts Endowment Fund

Public Trust: Obligations to maintain and preserve the art collection on behalf of citizens

Artist Inventory: Ongoing invitation and screening of artists and creative inventory

Art Works Selection Criteria

1. Artistic Quality: Strength of the concept, vision and craftsmanship of the artwork
2. Context: The architectural, historical, geographical and or socio cultural context of the site
3. Media; All art forms including disciplines and media that temporary or which survive only through documentation after the life of the piece has ended
4. Longevity: The structural and surface soundness and inherent resistance to theft, vandalism, weathering and excessive maintenance or repair costs
5. Public Safety: Meets City building, electrical other codes for safety
6. Diversity: Artwork that is diverse in style, scale and media and ranges from experimental to established form; also refers to artists from assorted backgrounds and ranges of experience.
7. Feasibility: Artist's ability to successfully complete the work as proposed based on experience, durability of material, project budget, and timeline and city/county zoning/construction/design guidelines
8. Duplication: Artwork is unique and an edition of one or is of a limited edition

Types of Art

Portable

Art work of a scale appropriate for rotation through public spaces belonging to the Town of Lacombe. The placement of portable works may not be stipulated as a condition of the gift.

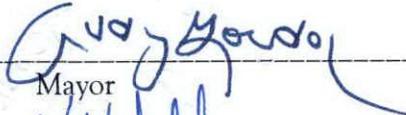
Non portable

Works of a scale larger inappropriate for the portable collection and would require a semi permanent site

Commissioned Works - Specific works that are commissioned gifts to the Town of Lacombe Art Collection.

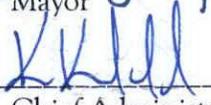
Placement of Art

Currently the public arts collection will be housed within the Lacombe Memorial Centre. When the collection exceeds the capacity of the LMC alternate locations within Town of Lacombe buildings will be identified. Over time it is anticipated that as the collection grows, Council may consider expanding the collection to buildings outside of Town Properties. (banks, government offices, community institutions etc).



Mayor

DATE: September 10, 2007



Chief Administrative Officer

RES: 07-204

TOWN OF LACOMBE
MINUTES OF COUNCIL MEETING 07-16

Minutes of the Regular Meeting of Council held on **September 10, 2007** in the Council Chambers of the Town Administration Office.

Present: Mayor Gordon
Councillor Christie
Councillor Dixon
Councillor Koberstein
Councillor Olsen – at 5:10 PM
Councillor Foster

Regrets: Councillor Parent

Staff Present: Ken Kendall, Chief Administrative Officer
Michael Minchin, Corporate Services Director
Brenda Vaughan, Community Services Director
Paul Salvatore, Economic Development Officer
Paul Deleske, Communications Officer
Kristin Teskey, Administrative Assistant

Others Present: Lisa Joy, Lacombe Globe
Matt Geddes, CJUV-FM Radio
Casey Kooyman, BDO Dunwoody LLP

CALL TO ORDER

Mayor Gordon called the meeting to order at 5:00 PM.

SUPPLEMENTARY AGENDA ITEMS

11/178.17 07MO
Supplementary items
07-195

MOVED BY Councillor Koberstein:

THAT the following supplementary agenda items be considered:

- 66.1 Residential Land Development

CARRIED UNANIMOUSLY

ADOPTION OF AGENDA

11/178.18 07MO
Agenda adopted
07-196

MOVED BY Councillor Koberstein:

THAT the agenda be adopted as circulated.

CARRIED UNANIMOUSLY

CONFIRMATION OF MINUTES

11/179.15 07MO
Minutes confirmed
07-197

MOVED BY Councillor Dixon:

THAT the minutes of the August 27, 2007 Regular Meeting be confirmed as amended.

CARRIED UNANIMOUSLY

REPORTS

Councillor Foster

- Attended retirement party for retiring CAO, Robert Jenkins
- Received complaints re Beaver at Cranna Lake; CAO advised

Beaver had been trapped and released at another location

Councillor Dixon

- Attended Municipal Planning Commission (MPC) meeting; receiving numerous open storage applications; would like to create esthetic and landscaping standards for Industrial area
- Attended retirement party for retiring CAO, Robert Jenkins

Councillor Koberstein

- Attended Police Commission meeting
- Attended retirement party for retiring CAO, Robert Jenkins

Councillor Christie

- Attended MPC meeting
- Attended retirement party for retiring CAO, Robert Jenkins

Councillor Olsen

- Attended Central Alberta Regional Trails Society meeting; discussed Trans Canada Trail, engineering underway for bridge to cross Blindman River
- Parkland Regional Library advised fees increasing for 2008
- Attended retirement party for retiring CAO, Robert Jenkins
- Attended Lacombe Arts Endowment Committee meeting

Mayor Gordon

- Planning underway for Anna Maria Kaufmann concert and Lacombe Memorial Centre Grand Opening celebrations; Grant received from Minister of Community Development to assist in concert costs
- Attended retirement party for retiring CAO, Robert Jenkins

CAO

- 2007 Infrastructure Project nearing completion; 52 Street to be paved over next two weeks
- Remaining concrete to be poured in Spray Park, operational in 2008

Corp SD

- Municipal Sustainability Initiative funding criteria released, process similar to other grants

Comm SD

- Lacombe Foundation submitted Affordable Housing proposal for funding
- LMC; FCSS preparing to move in, Library moving books in, installation of art work
- Playground installed in Willow Ridge

11/173.41 07MO
Council and CAO
reports received
07-198

MOVED BY Councillor Dixon:

THAT the Council and CAO reports be received as information.

CARRIED UNANIMOUSLY

INFORMATION

11/173.42 07MO
19 information items
received
07-199

MOVED BY Councillor Koberstein:

THAT the following information items be received:

1. Council Calendar
2. Legislative Timetables
3. Alberta Solicitor General and Minister of Public Security: Letter re 2007-08 Municipal Policing Assistance Grant Funding
4. Minister of Municipal Affairs: Letter re: Municipal Sustainability Initiative Funding Criteria Guidelines
5. Lacombe & District Historical Society: Letter re Michener House Parking
6. Municipal Suppliers: Municipal News for August 28, 2007
7. Municipal Suppliers: Municipal News for August 29, 2007

8. Municipal Suppliers: Municipal News for August 30, 2007
9. Municipal Suppliers: Municipal News for August 31, 2007
10. Municipal Suppliers: Municipal News for September 4, 2007
11. Municipal Suppliers: Municipal News for September 5, 2007
12. Municipal Suppliers: Municipal News for September 6, 2007
13. AUMA: Municipal News for Council for August 30, 2007
14. AAMD&C: 'Contact' newsletter for August 31, 2007
15. WCPS: 'Board Happenings' newsletter for August 28, 2007
16. WCPS: Upcoming meeting dates for 2007
17. Tourism Red Deer: 'Tourism News' newsletter for September, 2007
18. WCPS: Media Release re new Transportation Manager appointed
19. AUMA: Municipal News for Council for September 5, 2007

CARRIED UNANIMOUSLY

Item #5

Councillor Olsen brought attention to the request for discussion on parking availability at Michener House. The CAO advised when the LMC is fully operational some street parking problems will be alleviated. He noted he will advise the Historical Society.

BUSINESS

13 Financial Services

13.1 2007 Audit and Year End

Casey Kooyman, BDO Dunwood LLP, presented the Auditor's Management Letter for the audit of the consolidated financial statements of the Town of Lacombe for the year ended December 31, 2006. He acknowledged the finance staff for their part in completing the preparation work for the audit.

He noted the following points from the audit:

- Internal controls workings as expected
- Some issues with entities such as NRDRWSC with respect to monitoring of financial position
- Changes to the Local Government Reporting Model due to calculation of Tangible Capital Assets

The Corporate Services Director advised the major challenge with respect to the Tangible Capital Assets reporting model will be in determining a model for calculating values to ensure consistency among municipalities as there currently is no software that has been created. He added a major concern for implementation of this new model is ensuring staff availability to quantify and enter data. Other changes include the calculation of remaining service life and recording grants as income when received versus when expended.

The Auditor explained the changes will have a major impact on the budgeting process. The Corporate Services Director indicated it would be very difficult to go backwards and calculate values for existing assets. Council discussed the further implications of the accounting changes.

Mayor Gordon inquired into the effects of reducing the number of cheque runs per month to one. The Auditor replied reducing the cheque runs to once per month from two could result in late payments due to conflicting billing dates. He added an electronic signature plate would save time and allow for more time in reviewing the invoices for discrepancies.

MOVED BY Councillor Foster:

THAT the Auditor's Report for the Audit of the Consolidated Financial Statements of the Town of Lacombe for the year ended December 31, 2006 be received as information.

CARRIED UNANIMOUSLY

13/117.02 07MO
Auditor appointment
2007
07-201

MOVED BY Councillor Koberstein:

THAT the firm of BDO Dunwoody LLP be appointed as Auditors for the Town of Lacombe for the financial year of 2007.

CARRIED UNANIMOUSLY

15 Information Services

15.1 Information Systems Security and Storage Policy

The CAO reviewed a memorandum advising the IT department attempted to cover all potential challenges with the policy adding currently there is minimal staff abuse of the system.

Councillor Koberstein asked if the Policy should be administered by Management versus Council. The CAO responded it would be monitored by Management and separated into Council policies and internal policies.

15/212.01 07MO
Information Systems
Security and Storage
Policy adopted
07-202

MOVED BY Councillor Koberstein:

THAT the Information Systems Security and Storage Policy be adopted as presented.

CARRIED UNANIMOUSLY

75 Parks and Playgrounds

75.1 Request for Playground Zone

The CAO presented a memorandum summarizing potential alternatives for Woodland Drive between Maple Bay and Cranna Lakes Drive intersections.

Councillor Olsen noted there is a marked crosswalk in place at the intersection of Woodland Drive and Maple Bay and vehicles are not stopping for pedestrians. In addition, cars parked on the street at the intersection block the view of pedestrians of oncoming traffic. Councillor Christie suggested installing a no parking zone around the intersection. The CAO recommended the Lacombe Police Services increase enforcement at this intersection and evaluate problems.

11/154.01 07MO
Playground Zone
request on Woodland
Drive deferred
07-203

MOVED BY Councillor Foster:

WHEREAS a concerned citizen requested the implementation of a playground zone on Woodland Drive at the intersection with Woodland Drive and Maple Bay, and

WHEREAS a review by Engineering Services has determined the road provided poor sight lines for eastbound traffic on Woodland Drive, and

WHEREAS the intersection is used by children on route to and from school

NOW THEREFORE BE IT RESOLVED THAT Council defer decision until we discuss further.

CARRIED UNANIMOUSLY

78 Culture

78.1 Art Collection Policy

The Community Services Director presented a memorandum advising the Recreation Master Plan provided direction to develop cultural initiatives that would contribute further to a vibrant community. The Art Collection policy provides a mechanism for the

public to donate to a Public Art Collection. A Selection Panel would be assembled to proceed with further process development and marketing

Mayor Gordon stated this is an exciting, innovative initiative that the community would support. She added the Lacombe region is home to a number of talented artists.

Councillor Foster expressed his concern for the security of free standing pieces. The CAO responded there are numerous locations throughout the LMC that contain elevated areas for displaying art work, as well display cases could be created. The Community Services Director added the nature of the piece would be considered when finding a well-suited location for display.

78/012.01 07MO
Public Art Collection
Policy Adopted
07-204

MOVED BY Councillor Christie:

THAT Policy 78/012.01 (07) – Public Art Collection Policy be adopted.

CARRIED UNANIMOUSLY

11 Council and Legislative

11.1 Alberta Urban Municipalities Association

The CAO reviewed arrangements for the 2007 AUMA Conference. Registration to be finalized after Municipal Election.

11/177.33 07MO
Move *in camera*
07-205

MOVED BY Councillor Dixon:

THAT Council move in camera at 6:30 PM to discuss the following items:

42.1 Storm Water Drainage

- Residential drainage problem

66.1 Residential Land Development

- Update on REHDI

CARRIED UNANIMOUSLY

11/177.34 07MO
Open Meeting
07-206

MOVED BY Councillor Foster:

THAT Council return to Open Meeting at 7:45 PM.

CARRIED UNANIMOUSLY

ADJOURNMENT

11/177.35 07MO
Meeting adjourned
07-207

MOVED BY Councillor Koberstein:

THAT the meeting adjourn at 7:46 PM.

CARRIED UNANIMOUSLY

Mayor

Chief Administrative Officer