

Civic and Partner Projects - Additional Information

Recommendation

That the November 28, 2018, Citizen Services report CR_5465rev, be received for information.

Previous Council/Committee Action

At the August 27, 2018, Executive Committee the following motion was passed:

That the August 27, 2018, Citizen Services report CR_5465, be referred back to Administration with additional advice on prioritization for advocacy purposes and return during the 2019-2022 Capital Budget deliberations

Executive Summary

As the majority of capital grant funding programs offered through other levels of government are merit-based and competitively screened, the City's approach has been to support the advancement of all grant application processes and provide letters of support where required, for all projects that have already received funding from the City of Edmonton. Administration avoids signalling priorities on these projects so that future funding opportunities will not be impacted.

To support future advocacy efforts by City Council, Administration has prepared five factors that could be considered for prioritizing projects for advocacy purposes. These factors are the amount of City of Edmonton funding contributed or committed, the amount of outstanding requests to other orders of government, funding readiness, leverage opportunity, and strategic alignment with City of Edmonton priorities. Current prioritization mechanisms and funding details of the eight current civic and partner projects are also included.

Report

The City of Edmonton commits funding to partner projects through grant programs and capital or operating budget allocations. Administration has reviewed projects that have received funding commitments from the City for alignment, impact and feasibility.

Administration prioritizes projects through processes such as:

- grant evaluation processes embedded into funding programs

- budgeting and business planning exercises
- capital prioritization process

These processes (Attachment 1) are used to determine whether a project is viable, whether funding should be granted, and whether funding can be released. Many of the processes used to evaluate projects prior to committing funding have previously been approved by City Council.

There are currently eight civic and partner projects that the City of Edmonton has committed funding to, but are awaiting funding from other orders of government (Attachment 2). For the purpose of this report, Civic and Partner projects are defined as all capital projects jointly funded by the City and one or more partner(s). “Partner” is defined as an organization representing a community group or a community interest. “Committed funding” is defined as approved City of Edmonton funding, through grants or other City budget commitments, that would have a significant impact on the project if withdrawn.

The list of projects has been updated to include City Council decisions since August 2018, which have affected: Coronation Community Recreation Centre, Kihciy Askiy Sacred Earth and the Artists Quarters. Projects that totalled less than \$3 million were not included in the original report (August 27, 2017, Citizen Services report, CR_5465) but have been reviewed and included in this revised report. New additions include: the Bissell Centre renovation, the Edmonton Federation of Community Leagues 100th Anniversary project, and the Nine Dragon Wall.

Potential Factors for Prioritization

Administration does not directly advocate to other orders of government on the partner’s behalf. By entering into a funding agreement, the City has determined that a project is a priority.

The following five factors are proposed for City Council’s consideration when determining their advocacy opportunities. All factors should be considered when prioritizing civic and partner projects rather than making decisions based on one or two factors.

1. Amount of City of Edmonton funding contributed or committed
A greater funding commitment from the City corresponds to a greater expected benefit to citizens and may signal a higher priority.
2. Amount of outstanding requests to other orders of government
Projects may be prioritized based on how much funding has not yet been approved by the other orders of government. If the other potential funders do

not approve funding, the project may need to be cancelled, postponed or the City or partner would have to contribute more.

3. Funding readiness (number of sources of funding not yet committed)
A project awaiting funding approval from only one funder could be more likely to receive funding sooner than one awaiting approval from multiple funders.
4. Leverage opportunity (total project cost divided by City funding)
Leverage opportunity of the projects could be used to determine how much value Edmonton would get for every dollar spent by the City. For example, a \$3 million project split evenly by the municipal, provincial and federal governments would have a greater leverage opportunity than a \$3 million project split evenly between the municipal and provincial government.
5. Strategic alignment with City of Edmonton priorities
Projects could be reviewed for alignment with the Council’s 4 strategic goals and approved plans. Although priorities in the City’s strategic documents are not ranked in terms of importance, and every funded project will have already been reviewed for strategic alignment, some projects may be more closely aligned to the City’s priorities than others.

Each partner project has its own unique characteristics that may resonate differently with the desired goals of various provincial and federal governments. Consequently, the Administration’s approach has been to support the advancement of grant application processes and provide letters of support, where required, for all projects that have already received funding approval from the City of Edmonton.

Corporate Outcomes and Performance Management

Corporate Outcome(s): The City of Edmonton has sustainable and accessible infrastructure			
Outcome(s)	Measure(s)	Result(s)	Target(s)
Access to amenities and services that improve quality of life.	Percent of Edmontonians who feel they have access to amenities and services that improve quality of life according to the annual Citizen Perception Survey.	2017: 68 percent	70 percent

Attachments

1. Current Mechanisms for Funding and Prioritization of Civic and Partner Projects
2. Civic and Partner Projects Awaiting Funding from Other Orders of Government

Others Reviewing this Report

- T. Burge, Chief Financial Officer and Deputy City Manager, Financial and Corporate Services
- G. Cebryk, Deputy City Manager, City Operations
- A. Laughlin, Deputy City Manager, Integrated Infrastructure Services
- C. Owen, Deputy City Manager, Communications and Engagement