



EDMONTON FEDERATION OF COMMUNITY LEAGUES

BOARD OF DIRECTORS

REGULAR MEETING PACKAGE

DATE: Thursday, March 12, 2015

DINNER: 6:00 PM / MEETING 7:00 PM

LOCATION: EFCL Office, 7103—105 Street

EFCL Board Planning Calendar March, April, May 2015

March

2015

- 07 Social Media Training Workshop—Riverbend
- 12 EFCL Board Meeting
- 25 EFCL Planning & Development Committee Meeting

April

2015

- 09 EFCL Board Meeting
- 22 EFCL Planning & Development Committee Meeting
- 27 Mayor’s State Of The City Address

May

2015

- 02 Board Visioning Exercise
- 14 EFCL Board Meeting
- 25 EFCL Annual General Meeting
- 27 EFCL Planning & Development Committee Meeting

Edmonton Federation of Community Leagues

Item 1.0

Board of Directors Regular Meeting

EFCL Office: 7103—105 Street

Thursday, March 12, 2015, Dinner 6:00 PM / Meeting 7:00 PM

AGENDA

1.0 Call To Order (7:00 PM)

2.0 Agenda Review (pgs. 3-4)

3.0 Urgent Matters / Presentations

3.1 Liz Herbert, Kids Sport

4.0 Approval of February 12th Board Meeting Minutes (Attached)

5.0 Decision Items (7:30 PM)

5.1 Online Membership Sales Administration Fee (pgs. 5-6)

5.2 Request From City For Three-Year Budget Forecast (pg. 7)

5.3 Creation Of An EFCL Growth Committee (pg. 8)

5.4 Approval Of 100th Anniversary Project Legacy Fund (pgs. 9-10)

5.5 Launch Of \$100 Club (pg. 11)

5.6 Streamlining Board Agendas (pgs. 12-13)

5.7 Naming Of Don Williams Park (pg. 14)

5.8 Postponement Of June Board Meeting (pg. 15)

————— **Coffee Break (8:15 PM)** —————

6.0 Exemptions (8:30 PM)

7.0 News From The City of Edmonton

7.1 Monthly Report (pgs. 16-17)

“That the EFCL Board receive the written report for information.”

Stephane Labonne, Office of Great Neighbourhoods, City of Edmonton

8.0 Board Reports

8.1 Living Local Arts And Heritage Program—Mark Nicoll, Jasper Place Director, District E

9.0 EFCL Staff Reports (8:45 PM)

9.1 Monthly Financial Report (pg. 18)

“That the EFCL Board receive the Financial Advisor’s monthly financial report for information.”

9.2 Community Development Advisor’s Report (pg. 19)

“That the EFCL Board receive the Community Development Advisor’s written report for information.”

9.3 Community Planning Advisor’s Report (pgs. 20-22)

“That the EFCL Board receive the Community Planning Advisor’s written report for information.”

9.4 Marketing And 100th Anniversary Project Report (pgs. 23-24)

“That the EFCL Board receive the Marketing Director’s written report for information.”

9.5 Board Development Report (pgs. 25-27)

“That the EFCL Board receive the Board Development written report for information.”

10.0 Correspondence

10.1 Note From City Budget Office (pgs. 28-29)

10.2 Letter From Bud Squair (pg. 30)

10.3 Letter From Tamarack Institute (pg. 31)

10.4 Vitalize Conference Notice (pg. 32)

11.0 Work In Progress (pg. 33)

12.0 Notice of Motion

13.0 Motion on Notice

14.0 District Updates/Feedback (9:15 PM)

- Verbal Presentations From Board Members

15.0 Private Matters (9:30 PM)

15.1 Item One

16.0 Next Meeting/Announcements

16.1 Thursday, April 09, 2015, 7:00 PM, EFCL Office

17.0 Adjournment

10:00 p.m.

5.0 Decision Items

MEETING DATE : March 12, 2015
AGENDA ITEM # : 5.1 – Online Membership Sales Administration Fee
PREPARED BY: Allan Bolstad, Executive Director

Item 5.1

Recommendation:

That the EFCL increase the administrative fee on each league membership sale from \$2 to \$5.

Report:

The EFCL has come to realize that it will need to increase its administrative fee on league membership sales quite significantly if it wants to cover the cost of managing this program.

Currently, we charge a \$2.00 administrative fee on the sale of each membership. Just over \$1.00 of this goes to Paypal (it has ranged from \$1.13 to \$1.28 in recent months), as it charges us 3.78% of the gross sale amount. This leaves less than \$1 for the EFCL, to help us cover our administrative costs.

An analysis of the federation's costs shows that in the first two months of this year, we would need to charge \$6 per card in order to break even. Most of our costs are in staff time, to help people purchase their card and ensure all of the card information and funds are transferred to the appropriate community league. In the first two months of this year Joanne has been spending about 25% of her work day on membership sales and Linda is spending about 20 hours/month. Barb also helps out periodically (an hour/week).

In addition, we believe it cost us about \$10,000 to establish the membership sales online program (which was not recovered) and another \$2,000 per year in maintenance costs/upgrades. This will include the addition of new postal codes as the city and number of leagues continue to grow.

Add it all up and our ongoing costs to administer this program are pushing \$30,000/year, based on sales of 6,000 cards per year. However, as noted above, our fee of \$1/card is only yielding \$6,000 in annual revenue, forcing us to take a loss of about \$24,000 or \$2,000/month on this program.

We believe there are some opportunities for us to shave our costs. For example, we are putting together a list of answers to commonly asked questions that will be posted on our website. We hope this will reduce some of our call volume. We are also encouraging leagues to sign up for online banking, which will make it easier for us to transfer funds to them.

We also believe that our calls to the office will go down, once buyers become more familiar with our new online membership sale program.

Consequently, we feel we should be able to fully recover our costs with a \$5 surcharge (as opposed to \$6). However, this will be reviewed again later in the year to see how it is working.

We also recognize that the first two months of this year were extraordinarily busy, due to soccer registrations. We feel this should settle down somewhat once the soccer season is underway.

However, it is also becoming apparent that online purchases are becoming an increasingly popular way of doing business. A growing number of people are quite prepared to pay a little extra for the convenience of getting their card without leaving home.

We also believe that our membership sales program, which became operational as part of our new website in October, is quite a bit easier to use than what we originally had in place. This helped cause the spike in online sales and will likely fuel more membership purchases in the future.

If this fee change is approved as recommended, the new charge would be tacked onto each membership sale immediately. Hence, it will be the customers who will cover the cost.

Another option would be for the EFCL to ask member leagues to cover some or all of the administrative fee. However, this would need to be approved by the leagues at a general meeting. As it has been our practice to notify leagues about a change in costs at one meeting and vote on the matter at the next meeting, this means that a vote would not be held until October. The federation would have spent another \$15,000 subsidizing this program by then.

MEETING DATE : March 12, 2015

Item 5.2

AGENDA ITEM # : 5.2 – Request From City For Three-Year Budget Forecast

PREPARED BY: Allan Bolstad, Executive Director

Recommendation

That the EFCL inform the city budget office that it will submit a multi-year budget forecast once its growth strategy is complete.

Report:

In an attempt to forecast expenses well into the future, the city budget office has asked all of the city departments and external agencies – including the EFCL - to submit a three-year budget forecast (see the letter in correspondence). This would include estimates on all aspects of our operation, including salaries, programs and office rent.

Unfortunately, we do not have this information. In fact, it doesn't appear that the EFCL has ever been in a position to effectively estimate these costs, not having prepared multi-year budgets in the past.

This situation should change in another year or so, once we have completed our growth strategy. One of the key objectives of this strategy will be to determine how the organization will function over the next few years, complete with spending targets for all aspects of its operation. Consequently, we should be in a reasonably good position to provide a multi-year budget forecast by this time next year.

At this point, presentation of a multi-year budget is quite premature and would involve little more than guessing about future expenditures. It would also not reflect any input from our board or league members, which is extremely problematic, to say the least.

Hence, it is recommended that we inform the city that we are working toward a plan that will produce a multi-year budget in 2016.

MEETING DATE : March 12, 2015

Item 5.3

AGENDA ITEM # : 5.3 – Creation Of An EFCL Growth Committee

PREPARED BY: Allan Bolstad, Executive Director

Recommendation:

That the EFCL select members to serve on a committee charged with developing its growth strategy.

Report:

The EFCL is pleased to report that the City of Edmonton has approved our request to help fund the development of a growth strategy for our organization.

In a unanimous vote on Feb. 23, council's community services committee authorized an expenditure of \$39,000 on this exercise. The EFCL has pledged to match this amount, through cash (\$24,000) and in-kind support. This expenditure is already included in the federation's 2015 budget.

Funds will be used to hire a consultant who has extensive experience in dealing with larger non-profit organizations. It is our intention to review the manner in which these organizations finance, manage and govern their operations.

We will also use a portion of the money to cover administrative costs (meetings, minutes, materials, etc.) and will make office space available, if needed.

Board members on the committee will be asked to determine the composition of the committee, which will in turn finalize terms of reference for this project. These terms will need to be approved by the board of the EFCL, which will also be asked to approve the recommended growth strategy.

It should also be noted that the federation recently created a committee to negotiate a new partnership agreement with the City of Edmonton. As there will be a good deal of overlap in the mandate of these committees, the federation might want to consider placing one or more of the same people on each of these committees.

Lindsay Smith, Mark Nicholl, Rob Agostinis and Masood Makarechian (ex-officio) were appointed to the Partnership Committee.

MEETING DATE : March 12, 2015

Item 5.4

AGENDA ITEM # : 5.4 – Approval Of 100th Anniversary Project Legacy Fund

PREPARED BY: Nora Begoray, Marketing Director

Recommendation:

That the EFCL establish an Endowment Fund through the Edmonton Community Foundation (ECF) to help us cover the cost of maintaining and repairing our 100th Anniversary Project installation in Hawrelak Park.

Report:

What is an endowment fund?

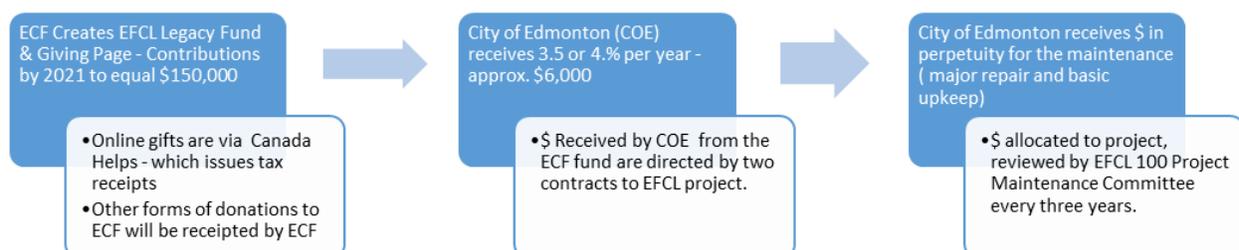
An endowment fund is a fund where the principle, made up from donation gifts, is invested permanently for long term growth to provide a source of income, paid out annually, to a selected registered charity to be used for a charitable purpose.

How will the fund work?

By establishing this EFCL endowment fund for the 100th Anniversary Project, donors to our project will essentially be donating via ECF. The ECF has professional fund managers that manage those investments in perpetuity. The fund will grow. The interest income provided from the aggregated capital gifts to the fund will be annually paid out to the City of Edmonton. COE is the *qualified donee* that is eligible to receive the income proceeds (EFCL cannot) for the general charitable purpose of providing park enhancements that foster community league goals of gathering spaces, and specifically the maintenance and upkeep of the EFCL 100th Anniversary Project in Hawrelak Park as outlined in the EFCL and COE maintenance contract agreement.

Relevant Details.

- The EFCL 100th Anniversary Legacy Endowment Fund will be capped at \$150,000.
- Any further donations will go to a capital account that can be used to complete any portions of the project that we were unable to accommodate in our \$3.15 million project budget.
- ECF must have donations that build to \$10,000 as a minimum before the fund is operational.
- ECF will allow the fund to build via donations throughout our construction and the first year or two of operation before starting to pay out the annual income to COE.



The Fund Agreement

The EFCL goals were to:

- Offer tax receipts to donors of our project
- Establish a process that would provide the future resources necessary to ensure our project is well maintained and updated as we add community leagues.
- Eliminate any future financial obligations beyond 2021 or beyond the scope of what we have identified and agreed to.

Meetings were held with the City of Edmonton project liaisons Tannia Franke, Roger Jevne and COE legal counsel Margo Hoffner, along with Edmonton Community Foundation liaison Kathy Hawkesworth. Together we worked out what clauses were needed in the fund agreement, what were needed in the maintenance agreement, and the overall structure and process for how this would all work to ensure the EFCL goals were met, as well as our obligations to the EFC and COE.

The draft fund agreement is attached separately and the maintenance agreement are attached to this report.

The maintenance agreement outlines how the EFCL and COE will work together to ensure that the facility is properly looked after. However, it will not be completed and signed until after the 100th Anniversary project has been built in its entirety and all the actual "what was constructed" details are known.

Estimated Fundraising Timeline

March - The EFCL's 100th Anniversary Legacy Fund is approved, signed and placed on our website, in order to start receiving donations.

April – Overtures are made to EFCL board members, staff and key supporters to be the first to donate to the fund.

May – The fund is formally pitched to community league members & the general public (to be part of the \$100 Club).

June – The fund is featured at the EFCL Community League Showcase, in order to help raise awareness and collect donations.

MEETING DATE : March 12, 2015
AGENDA ITEM # : 5.5 – Launch Of \$100 Club
PREPARED BY: Allan Bolstad, Executive Director

Item 5.5

Recommendation:

That the EFCL establish a \$100 Club as a means of raising money for the 100th Anniversary Project and recognizing people who support the project.

Report:

Now that we have secured a method of providing tax receipts to individuals interested in making a donation to the 100th Anniversary Project, it is time to revisit the idea of the \$100 Club.

First conceived about two years ago, the club would provide an opportunity for many people to contribute to this project and be recognized in a meaningful way. Public recognition would include a posting and regular updates on our website, our 100th Anniversary Project advertising materials and EFCL annual reports – to name three - as well as repeated references at EFCL events like the upcoming Community League Showcase.

Funds collected by \$100 Club donors has always been seen as a significant component of the fundraising that the EFCL committed to undertake to help finance the 100th Anniversary Project. As stated in our budget and various presentations to city council and others, the federation is committed to raising a total of \$600,000, to match the city's donation as well as the amount we are asking from both the provincial and federal government.

To date, the federation has secured a commitment of \$314,000 from the leagues and has contributed about \$100,000 from its own resources. This means we need to raise \$186,000, of which we are hoping to obtain \$150,000 from \$100 Club donations and \$36,000 from fundraising events.

We are hoping to kick off the \$100 Club fundraising efforts with donations from board and staff, followed shortly by a public launch around May 1. The promotion will also be featured at both our Annual General Meeting in May and at our Community League Showcase on June 10. It is our hope that leagues will cover the \$100 cost for key volunteers that they would like to see recognized in perpetuity.

Creation of a \$100 Club was first recommended to the board by the 100th Anniversary Committee in April, 2013. The committee selected the figure of \$100 to connect with our 100th Anniversary, as well as to accommodate a large number of donors who would be able to afford a donation of this amount. It is our hope that thousands of people will donate to the fund, which would be in keeping with the way community leagues do many things.

The EFCL board of directors liked the concept, but didn't want to approve it until we had sorted out how we might provide tax receipts to each of the donors.

That has now been resolved by the creation of the 100th Anniversary Project Legacy Fund. As detailed in a separate report, this fund will be used to help finance the ongoing maintenance and repair of the facility. The fund will be managed by the Edmonton Community Foundation and capped at \$150,000. If additional funds are collected, they will go toward project features that cannot be accommodated within the \$3.15 million budget.

MEETING DATE : March 12, 2015
AGENDA ITEM # : 5.6 – Streamlining Board Agendas
PREPARED BY: Allan Bolstad, Executive Director

Item 5.6

Recommendation:

That future board meeting agendas be adjusted so that some items are dealt with once every two months, on a rotating basis.

Report:

It has become quite apparent that we need to make some changes to our board agenda packages.

Meetings are rarely ending at the stated time of adjournment (10:00 p.m.). In fact, some recent meetings have continued to 11:00 p.m., which is much too late in the evening for everyone involved.

Even then, the board is having a difficult time dealing with all of the matters effectively. District updates from board members are often skipped over, in the interest of saving time. Similarly, many staff reports and the information report from the City of Edmonton are rarely exempted for discussion, again due to time constraints.

This is not a good situation. A lot of work goes into preparing and presenting these reports, which we don't want to see wasted. And the board can be left with the feeling that it isn't devoting the time it would like to on many of these matters.

As mentioned in the past, it is our hope to restructure the way our organization works, so that more items can be delegated to a smaller group of people (perhaps an executive committee). That is one of the key issues we want to explore in our growth strategy.

However, as an interim measure, we could simply adjust our agenda package to better fit the time we have available each month.

As can be seen in the attached example, we could designate some items as topics that we deal with every month. This would include the decision items, which are typically timely issues that require board direction. We would also include meeting minutes, correspondence, the City of Edmonton's report, work-in-progress, board motions and in-private matters as items that would appear on every agenda.

Other parts of the agenda could be rotated, so that they only appear every two months.

For example, we could include on one list presentations from partner organizations, board member reports and district updates from board members. On the other list, which would be dealt with on alternate meeting dates, would be all of the EFCL staff reports.

As a footnote to this discussion, the EFCL shouldn't view a heavy agenda as a bad thing. In fact, full agendas are a reflection of an active organization that is involved in many activities and is working hard to properly assist and represent its member leagues.

However, it is also apparent that we need to reorganize our meetings so that they are manageable for everyone involved.

The following is a sample of how the agenda might be divided. This is the agenda the board dealt with last November. Items in black would be dealt with every month. Items in yellow and items in red would be dealt with every second month, on a rotating basis.

Board Meeting Agenda, Nov. 13, 2014

- 1.0 Call to Order (7:00 P.M)
- 2.0 Agenda Review
- 3.0 Urgent Matters/Presentations
 - 3.1 Green Shack Program and New Community Recreation Model
 - Debi Anderson and Doug Costigan, City of Edmonton
 - 3.2 Neighborhood Watch (7:45 PM)
 - Debbie Sellers (President) and Tessa Hrechka (Executive Director)
- 4.0 Approval of Oct. 9 Board Meeting Minutes
- 5.0 Decision Items (8:15 PM)
 - 5.1 Urban Design Student Research Project
 - 5.2 Partnership With Mill Woods Minor Football
 - 5.3 Short Term Educational and Professional Development Leave
- Coffee Break (8:30 P.M.)-----
- 6.0 Exemptions (8:45 P.M.)
- 7.0 News From the City of Edmonton
- 8.0 Board Reports
 - 8.1 Heritage Canada Conference Report: Lindsay Smith
 - 8.2 Community Engagement Conference Report: Mark Nicholl
- 9.0 Staff Reports
 - 9.1 Monthly Financial Report
 - 9.2 EFCL Strategic Plan (2014-2018)
 - 9.3 Draft 2015-2019 Business Plan
 - 9.4 Fall General Meeting Survey Results
 - 9.5 Board Development Report
 - 9.6 Community Development Report
 - 9.7 Planning Report
 - 9.8 Communications Report
 - 9.9 Marketing Report
 - 9.10 Executive Director's Report
- 10.0 Correspondence
 - 10.1 Letter from Alberta Culture and Tourism
- 11.0 Work in Progress
- 12.0 Notice of Motion
- 13.0 Motion on Notice
- 14.0 District Updates/Feedback (9:30 P.M.)
 - Verbal presentations from board members
- 15.0 Private Matters (9:45 P.M.)
 - Meetings with City Councillors
- 16.0 Next Meeting/Announcements
 - 16.1 5:00 P.M., Thursday, December 11, 2014, Leefield Community League
- 17.0 Adjournment - 10:00 P.M.

MEETING DATE : March 12, 2015

Item 5.7

AGENDA ITEM # : 5.7 – Naming Of Don Williams Park

PREPARED BY: Allan Bolstad, Executive Director

Recommendation:

That the EFCL provide a letter of support for the naming of a small park after Don Williams, a former EFCL president.

Report:

The EFCL has recently been contacted by a former EFCL president, Bud Squair, who is attempting to get the City of Edmonton to name a small park on the south side of 106 Avenue, between 106 and 107 Street, after Don Williams (see letter in correspondence).

Don served as president of the EFCL in the mid-1980s. He then went on to sit as a trustee with the Edmonton Public School Board for 18 years. He was also very involved with Victoria High School, including a stint as chairman of its 75th Anniversary Celebration.

According to the note from Mr. Squair, Central McDougall Community League and the Edmonton Public School Board have both endorsed the idea of naming a park after Don. Given Don's commitment to our organization, it is appropriate that we do the same.

Our recommendation and that from other organizations will be considered by the city's Names Advisory Committee, which is a council-appointed group of citizens charged with naming streets, parks and other landmarks after people who have made a significant contribution to our city.

MEETING DATE : March 12, 2015

Item 5.8

AGENDA ITEM # : 5.8 – Postponement Of June Board Meeting

PREPARED BY: Allan Bolstad, Executive Director

Recommendation:

That the EFCL select a replacement date for the June 11 board meeting.

Report:

Following a recommendation from the board, the EFCL has selected the evening of June 10 for its Community League Showcase.

This is a major event for the federation, which will require a significant commitment of time from all staff members in the days leading up to the event and during the event itself. It is expected that some board members will also be involved in the development of the program and we hope all board members will be able to attend.

As such, it is going to be very difficult to try to hold a board meeting the following night. Preparation of the board meeting agenda will have to be done at the same time as staff are preparing for the showcase and it is also asking a lot of our board members to attend events that fall on consecutive nights.

Consequently, it is our recommendation that the board June meeting be postponed, preferably by one week.

Another option is to cancel the board meeting altogether. However, this is difficult, as it would mean that the board would be going two months between meetings at a time when we are attempting to prepare our 2016 budget request to the City of Edmonton.

We also do not recommend moving the June meeting forward, as we will be holding our annual general meeting on May 25 and do not want to conflict with that.

7.0 NEWS FROM THE CITY

MEETING DATE : March 12, 2015
AGENDA ITEM # : 7.1 – Monthly Report
PREPARED BY: Stephane Labonne, Office of Great Neighbourhoods

Item 7.1



News from the City of Edmonton
EFCL Board Meeting, February 12, 2015

THE WAY WE LIVE: Supports the 10-year Goal - *Improve Edmonton's Livability*

311 Explorer

The City of Edmonton has launched 311 Explorer, a mapping tool that lets you search 311 reports that have been filed near your home, in your ward, or across Edmonton. You can see details of 311 reports for 12 categories including tree maintenance, litter, and potholes. You can see which reports are open or closed, and create maps that show the concentrations of reports. 311 Explorer displays reports about **public property** starting from January 31, 2013.

311 Explorer is part of the Open City Initiative which guides the development of innovative solutions to connect Edmontonians to City information, programs, services and engagement opportunities.

Go to 311Explorer.edmonton.ca and check out how easy it is to use. For more information, visit edmonton.ca/311Explorer.

Free Summer Drop-in Programs

The Neighbourhoods Branch is pleased to announce our free drop in programs for Summer 2015. There will be 226 different program locations across Edmonton. These will be a combination of Regular Green Shack, Extended Hours Green Shack, Pop Up Play and District Park programs. With the funding contribution approved by City Council and the generous support of many community leagues, we will be able to provide these programs in almost all residential neighbourhoods right across the city.

For further information contact Dee Dee Carr at 780-496-2989 or deedee.carr@edmonton.ca.

THE WAY WE MOVE: Supports the 10-year Goal - *Shift Edmonton's Transportation Mode*

Jane's Walks

Walk Edmonton is once again working with local community members and partners to coordinate this year's Jane's Walks in Edmonton. Jane's Walks are held internationally on the first weekend in May to celebrate the life of author and urban activist Jane Jacobs. Volunteer walk leaders lead free walking tours in their communities focused on history, architecture, green spaces, urban issues ...or whatever they have passion and knowledge about and would like to share.

We will have a kick-off media event with several walks in the downtown starting at City Hall on Friday, May 1 over the lunch hour. There will be a wide variety of walks around Edmonton over the May 2-3 weekend, and spilling over into the following week. We encourage community leagues to be involved as an easy way to share what's unique about your community! See the current and past walks on the Jane's Walk website at: janeswalk.org/canada/edmonton.

To be involved contact Ian Hosler at 780-944-5339 or Ian.Hosler@edmonton.ca.

MEETING DATE : March 12, 2015

Item 9.2

AGENDA ITEM # : 9.2 – Community Development Advisor’s Report

PREPARED BY: Habib Fatmi, Community Development Advisor

KIDS SPORTS EDMONTON

Allan and I met with the Liz Herbert, Executive Director and Paula, Marketing Manager, Kids Sports Edmonton.

Kids Sports Edmonton wants to work with the EFCL and community leagues to ensure as many children as possible are able to play minor sports, regardless of their income. In the past, Kids Sports dealt strictly with the Edmonton Minor Soccer Association when setting up programs to provide fee assistance to low income families.

A total of \$250 is available each year to the children of low income families to help cover the cost of registration fees. Liz said they are currently, supporting around 1,500 kids.

Liz also mentioned that some of the community leagues support Kids Sports Edmonton and provide funds to subsidize the fee for the kids from lower income families.

Note: Please check the Winter General Meeting report for other community development program updates.

MEETING DATE : March 12, 2015

Item 9.3

AGENDA ITEM # : 9.3 – Community Planning Advisor’s Report

PREPARED BY: Bev Zubot, Community Planning Advisor

Infill Debate in Hyper Mode

It was a busy month informing and preparing leagues and to some extent helping the EFCL Planning Committee make major presentations and submissions to Council regarding a number of significant zoning bylaw changes.

A good portion of my time was also spent responding to individual league inquiries about amendments regarding Garage and Garden Suite and RF1 Subdivisions, Height Regulations and the potential rezoning of all RF1 lots to RF3.

I attended meetings of leagues discussing these changes, and assisted with the development of neighbourhood surveys to help leagues understand what residents desire with regards to infill.

Building Height

The most time was spent on the Height amendments. With input from the Planning Committee I prepared a Height Amendment Worksheet and illustrations for leagues to help them understand the amendments, the implications and the potential recommendations to consider in their feedback to City Council. I also managed to convince the Sustainable Development Department to do some community consultation. As a result, the city organized an Open House on March 4th which was fairly well attended by league people, but few others. A newsletter/web article was written to explain the complex Height amendment changes.

The EFCL Planning and Development Committee prepared some suggestions on the Height regulations. Tyler McNab, District D representative, will be presenting the recommendations to Executive Committee of Council on March 24th. Here is the letter that was prepared:

March 7, 2015

Dear Honourable Mayor and Councillors,

The EFCL Planning and Development Committee has reviewed a variety of drafts of Height and Grade amendments and the Committee has analyzed the impact of Bylaws 16733 and 17062 in some detail. The Committee would like to offer comments on some amendments, but is reserving any comments on other items, at least until there is further input from community leagues.

Our main concerns are with mature neighbourhoods, established neighbourhoods which are beginning redevelopments and new neighbourhoods which have not yet been fully developed. We are less concerned about future greenfield sites which tend to have developer controls in place to ensure compatible buildings.

The EFCL Planning Committee would like to make the following suggestions at this time:

1. Maintain a maximum ridge height.

At present the Height of a building is measured as the vertical distance between Grade and the midpoint of the roof. We are pleased that measuring to the midpoint has been maintained because this encourages a variety of roof types and reduces massing.

The current definition of Height sets the distance of the ridge line or peak of the roof to no more than 1.5 m above the maximum permitted height of the roof midpoint.

The proposed amendments eliminate the maximum ridge/peak height. This dramatically increases the potential ridge height.

For instance, a semi-bungalow in a mature neighbourhood can presently have a roof extending to a height of (8.6 m to midpoint +1.5m=) 10.1 m at the top ridge; whereas with the proposed amendment the ridge could extend to 13.2 m – a full storey higher (See attached diagram). More dramatically, an A-frame building in a mature neighbourhood could have a peak over 16 m in Height.

We strongly recommend that a maximum ridge height be maintained in order to create some certainty as to how high roofs can extend. The maximum ridge height could be increased but there has not been any discussion of what that number could be.

Another option is to create contextual roof ridge heights with a range of roof ridge heights being possible. The roof ridge limit within the range would be determined by the average roof ridge height of the adjacent buildings. Calgary uses this method. A contextual ridge height method could be very useful in infill situations where it is important to take the context into consideration.

It is our understanding that greenfield developers have been wanting to remove the ridge height limit so that higher, steeper roofed housing could be built in some new subdivisions with steep roof architectural controls. Perhaps a unique zone for these greenfield areas would solve their problem.

2. Consider measuring mansard roof heights to the roof deck.

Mansard roofs are very similar in mass to flat roof buildings, thus should be measured in the same way. Other cities, such as Ottawa measure mansard roofs to the deck rather than to the roof midpoint.

3. Keep the 14 m maximum height of low rise apartments (RA7) when next to lower buildings.

Increasing heights of apartments from 14 m to 16 m will increase massing, shadowing and to some extent wind. However, this additional height may be fine when next to buildings which are at least 14 m in height. We would want to view sun shadow studies prior to making any additional comments about height increases.

4. Maintain Sections 814.3(14) and (16) of the Mature Neighbourhood Overlay (MNO) until a review of the MNO has been completed.

This would allow interrelated zoning regulations to be considered at the same time, and would provide opportunities to consider a variety of scenarios.

Thank you for your attention to our initial suggestions.

Sincerely,

*Cora Shaw, Chair
EFCL Planning and Development Committee*

EFCL Planning Committee letter to Council on Garage and Garden Suites

Councillor Bryan Anderson expressed an interest in hearing from EFCL directly rather than hearing our perspective via Administration, thus the Committee was inspired to submit our one suggestion regarding Garden Suite amendments. Here is the note submitted:

Dear Mayor and City Councillors,

RE: March 16, 2015 Public Hearing Item 7.2 – Garage and Garden Suites

The EFCL Planning and Development Committee has one suggestion for an amendment to Bylaw 17116.

We suggest that Garage and Garden Suites be allowed to be higher than the principal Dwelling on the condition there are mature trees in the front or rear yard to buffer the view of the Garage Suite from the front street.

The higher Garage Suites are always visible from the sidewalk across the street. The tall Garage Suites can give the appearance of one massive building on the lot. Tall trees would break up this massing effect. Virtually every mature yard has mature trees, thus all that would be requested is that the trees be maintained. This condition would help encourage the property owner to retain those mature trees thus keeping the neighbourhood character despite additional infill. It is a win/win for all.

Retaining mature trees is a key recommendation in the Residential Infill Guidelines, but to date absolutely nothing has been done to incorporate the retention of mature trees into the Zoning Bylaw. Here is an easy opportunity.

Please consider this modest amendment with positive benefits for property owners and the neighbourhood.

Saving Heritage and Neighbourhood Character

Heritage groups have been very active in the last few months. They are worried that the rush for infill housing will cause many of the heritage buildings and residential character streets to be destroyed. As an EFCL representative, I participated on the Heritage Forward Panel discussion on March 2nd, along with a city Heritage Planner, Heritage architect, and a major developer. Over 100 people were in attendance for the lively dis

MEETING DATE : March 12, 2015
AGENDA ITEM # : 9.4 – Marketing And 100th Anniversary Project Report
PREPARED BY: Nora Begoray, Marketing Director

Item 9.4

100th Anniversary Project



Project update:

- Urban Systems has completed the Environmental Screening Report (ESR) and forwarded it to City of Edmonton
- A design workshop has been scheduled with Lafarge, Urban Systems & EFCL for March 23rd, 2015.
- The Legacy Endowment Fund is ready to be approved and set up to receive donations to the project (a recommendation was forwarded to the board in a separate report).
- The EFCL \$100 Club fundraising campaign is ready to be approved (a recommendation was forwarded to the board in a separate report).
- We are preparing a comprehensive 100 project budget report. Look for that in a presentation to our members at our AGM in May.
- Met with Steve Young, MLA to update & encourage decision on \$600k grant.

Provincial CIP Grant Approved!

\$\$ **MLAs** Sohail Quadri (Edmonton-Mill Woods), and Peter Sandhu (Edmonton – Manning) came by for a formal cheque presentation on Thursday March 5th. . EFCL was awarded the full **\$28,340** dollars applied for to hire a Historical Research Coordinator.

To recap our intentions, sorting through 100 years of community legacy to distill the elements needed to tell our story beautifully in Hawrelak Park - requires expertise. We applied for funding to hire a historical research contract staff whose role it will be to conduct research, seek out and compile data, organize the collection, and arrange for the communication and display of that story. We want it to be compelling. History is captivating when depicted creatively with engaging words and visual art and it is our responsibility to honour that story by relating it in the most engaging way possible. We are now fully funded for this contract staff and we can reconvene the 100 Story committee to begin the hiring process.



Project Finances	
CIP Matching Grant Amount	\$28,340.00
EFCL expected cash contributions (from 100 budget)	\$13,340.00
<u>Edmonton Heritage Council Grant Funding (rcv'd Jan/15)</u>	<u>\$15,000.00</u>
Total Contract Position Project Cash Budget:	\$56,680.00

EFCL Cash contributions will be for office supplies, photocopies, archive fees, travel expenses etc. and EFCL will potentially be providing part-time office space to this contract staff as well.

The EFCL is encouraging leagues to start gathering their historical pictures, stories and memorabilia. The City of Edmonton archives will assist leagues to sort and store, so CL history is captured, safe and accessible to all organizations who want to learn and be inspired by our remarkable past. We will be working with the archives to gather these special league memories and attempt to capture the iconic moments of their activities in the areas of recreational programming, social event functions, facility building, skill development and advocacy endeavors for the EFCL 100th Anniversary project.

Community League Showcase Update

We made the formal announcement at our General Meeting.

- An announcement was also placed in E-news, a page was created on the website, an announcement was sent to parkbench e-news, and a direct email sent to CL presidents, VPs, and secretaries.
- We have already received enquiries about nomination forms (which will be available April 1st)



Next Steps:

Showcase Planning Meeting - **Wednesday March 18th** –

Those board members interested are welcome to attend. Speak to Nora for details and to RSVP. Agenda will be:

- Approve Program Committee Terms of Reference
- Approve Nomination Forms for Showcase Submissions
- Approve Nomination Forms for Volunteer Recognition
- Approve Showcase VIP Invitations & Guest List
- Approve Program Itinerary
- Discuss Sponsorship Goals, Award Plan, Site Layout
- All draft documents for approval will be circulated prior to meeting.

K-DAYS/WINDFLAGS Update - See WGM info previously provided or website link <http://www.efcl.org/events--projects/efcl-kdays/>



Board members are encouraged to promote this collective show of community league spirit. Be our arms to extend our reach via facebook or twitter! These flags are reusable (a very cost effective environmental alternative to balloons!) and can be a beacon for leagues to mark and promote their events. It is important for leagues to be seen in their community and to be seen to be active. If you would like some print material to take to your district board meetings please [Click Here](#). To order a windflag please [*Click Here](#)

If you get feedback about these programs from your district please forward to Nora. We can help with logo design and ordering.

MEETING DATE : March 12, 2015
AGENDA ITEM # : 9.5 – Board Development Report
PREPARED BY: Amanda Henry, Asst. Director/Board Development

Item 9.5

1. Social Media Summit

The EFCL Social Media Summit was held this past Saturday March 7. Many thanks to Riverbend Community Hall for the use of their lovely facility. About 12 leagues and one not-yet-a-league joined us for an afternoon of conversation and learning about how leagues can use social media to tell their stories.

We have yet to go through the feedback we received on the event in detail, but overall it does seem like the 'learning lab' style format was a success, so we will look at using this format in future. Leagues had a lot of questions and advice for one another. Common areas of interest included what we can do to grow our audiences (and reach the right audiences), and how best to use the mechanics and culture of social media platforms to their best effect.



League volunteers at our 'ask the experts' session

Thanks to ev+ for their help with the day as our resident experts. Thanks also to members of the Board Leadership team who helped facilitate the Learning Lab portion of the day. Their assistance really helped ensure that leagues were able to get the most out of discussions at their tables.

The Golden #yegCLs

To help spread the word about the summit and some of the interesting things leagues are already doing on social media, we held a small contest on Twitter and Facebook in the lead-up to the summit. Anyone could nominate a league for work they were doing on social media. We recognized these leagues to kick off the summit.

The winners:

- For 'Best New Artist:' Eastwood Community League, one of our newest additions to leagues on Facebook
- For 'Achievement in Winter Promotions: McCauley Community League, who have used their Facebook page as a photo journal of ice conditions and rink hours, to great success
- For 'Achievement in Twitter Engagement:" Forrest-Terrace Heights, who are very active on Twitter and who were really enthusiastic about the Golden #yegCLs.



Eastwood CL Board Members accepting their Golden #yegCL award from the EFCL's Amanda Henry.

Honourable Mentions:

-'Empire Builders Extraordinaire:' Bellevue, Griesbach, and Killarney, for giving their web and social media presences awesome facelifts this year. Bellevue and Griesbach both recently added new websites to their online presence.

-'We Expected No Less:' we would be remiss if we didn't give a mention to two of the leagues that are most active on social media. As of this report deadline, Downtown Edmonton Community League maintains a website, a Twitter account with 3,368 followers and a Facebook Page with 1,064 likes. The Oliver Community League also maintains a website, a Twitter account with 1,394 followers, and a Facebook page with 1,667 Likes.

We also took the opportunity to recognize our program partners and provided them with "Honourable Mention" certificates.

Joanne in our office did a fantastic job of putting together the trophies.

Please share these great resources!

The slide deck and manual put together by ev+ are now available on the EFCL website! Please feel free to share these great resources with your districts.

EFCL Social Media Resources Page:

<http://efcl.org/league-board-resources/website-social-media/social-media/>

Direct download:

Manual: <http://efcl.org/res/efcl-sm-training-manual--march-7-2015.pdf>

Slide Deck: <http://efcl.org/res/efcl-training-session-slide-deck--march-7-2015.pdf>

2. Board Leadership Conference March 21

EFCL is part of a coalition of non-profits, local entrepreneurs, and City and Government of Alberta administrative units who host the annual Board Leadership Conference. The Conference (#blyeg for short) is similar to Leagues Alive, but for all Capital Region non-profits.

This year the conference is happening on March 21 at MacEwan University. Registration is \$130/person. This year's keynote speaker is Michael Phair.

I will be leading a session this year called 'Understanding the Connections Between Your Board and Your Membership.'

Further event details are available online: <http://www.boardleadership.ca/>

3. New Resource Priorities Update

I'm keeping a list of resources that leagues would find useful, including those developed by the EFCL and other organizations. This will include topics that didn't 'make the cut' for Leagues Alive 2014. Here are the ones we're prioritizing.

- **Social Media & Storytelling:** Resources complete! Planning a new run of workshops to catch any leagues that missed the winter availability, and to see if spring affects attendance.
- **AGLC Use of Proceeds:** ECVO has offered to reschedule their cancelled presentation from Leagues Alive as a standalone session. We are in contact with GAIN to set a date for a workshop sometime in the late spring.

- **Tri-Partite License Agreement Refresher:** I'm working on a proposal to develop some plain language resources to help leagues apply the Tri-Partite Agreement. We'll be discussing the development of that resource with City Administration to make sure that all signatories are comfortable with the proposed language and format.
- **Electronic Voting Procedure:** Conducting votes via email and social media is an emerging field in parliamentary procedure. Many leagues are using e-votes without having appropriate procedures in place. I've started research on best practices from other organizations and hope to put out a resource on it later this year.
- **Access to Information Requests from Members:** I've seen a spike in the number of leagues receiving requests to inspect their records from members. All leagues allow for members to inspect their records in their bylaws, but not many have procedures in place that clarify how those requests are handled. Privacy law isn't one of my areas of expertise, but I'm looking into whether other organizations like ECVO or Volunteer Alberta have applicable resources.
- **Leagues as Employers:** In the 2014 WGM Survey results, it became apparent that an increasing number of leagues employ paid staff of some kind. We hosted a session at Leagues Alive in 2013, but a one shot seminar isn't going to be enough to help leagues make the transition to employer. I haven't made contact yet, but I intend to reach out to the provincial government and to WCB to see if they have any educational resources or could refer me to the right place.

4. Sector Coordination: Governance Support for Non-profits

ECVO has started a conversation between non-profits and government partners about good governance and board development in the sector. I attended the preliminary meeting of the group on behalf of EFCL. The conversation was rich and lively. ECVO is currently spear-heading a number of smaller working groups who will dig into what we discussed, and will bring the larger group back together later in the year for a more detailed discussion.

The big thing coming out of that discussion that EFCL should be aware of right now is the publication of a Discussion Paper on Changing the legal framework for Societies & Non-profit Corporations by the Alberta Law Reform Institute. I haven't dug through the report yet, but it's available online here: <http://www.alri.ualberta.ca/index.php/publications/report-for-discussion-non-profit-corporations>. The ALRI is proposing some extremely significant changes to the *Societies Act* and the *Corporations Act* that have the potential to fundamentally change how Alberta non-profits are regulated.

ECVO and a company called Trisula Solutions co-hosted a 'lunch and learn' for board governance practitioners in February which was extremely informative, not to mention a great opportunity to meet some other board development professionals and non-profit leaders, not to mention a great opportunity to learn more about 'pracademia' and the room for growth in Alberta's non-profit sector around scholarship in non-profit governance and leadership. I look forward to the next session.

10.0 CORRESPONDENCE

MEETING DATE : March 12, 2015
AGENDA ITEM # : 10.1 – Note From City Budget Office
PREPARED BY: Julie Ang, City Of Edmonton

Item 10.1



Tue 2/24/2015 12:01 PM

Julie Ang <julie.ang@edmonton.ca>

2016-2018 Budget Process for City of Edmonton Funding - Boards & Authorities

To Sally Kim; Paul Moulton; Allan Bolstad; Amanda Henry; David Ridley; Kathryn Ivany; Bill Demchuk; Bill Knight; Reach Edmonton - Adele; Reach Edmonton - Jan; Pat Reid; Sara Mikhael

Cc Lyall Brenneis; Heather McRae; Rob Smyth; David Aitken; Lori Solon; Gene Peskens; Brad Mellors; Tania Way

Message

Policy C578.pdf

2016-2018 Business Plan Instructions.pdf

Hi everyone,

Starting in 2016, the City of Edmonton is moving to multi-year budgeting as per the attached policy.

This year's budgeting process begins with the the creation of business plans and submission of 2016-2018 budget requests in COBS both of which are due by March 31, 2015. Tentative deadlines for the rest of the year are listed on Page 3.

For Boards & Authorities, the only requirement at this time is the submission of your budget requests for 2016-2018 in COBS (the City's operating and capital budgeting system) by March 31, 2015

We will be sending you out templates to complete your funding requests for 2016-2018 so that we can enter them into COBS on your behalf. Internal deadlines will be set in the next email, so that there is sufficient time for us to enter your information by the deadline.

I am also attaching a copy of the 2016-2018 Business Plan Instructions for your reference. As the only submission required is the updating of COBS, the relevant pages are pages 13-17.

The template along with 2016-2018 cost assumptions for the business plan will be sent in March or earlier depending on when they are released.

Please feel free to contact me if you have any questions in the interim.

Regards and thanks!

Julie Ang, CGA
Finance Officer
Client Financial Services, Community Services



CITY POLICY

POLICY NUMBER: C578

REFERENCE:

City Council 2014 09 10

ADOPTED BY:

City Council 2014 09 10

SUPERSEDES:

New

PREPARED BY: Financial Services and Utilities

DATE: 2014 08 19

TITLE: **Multi-year Budgeting Policy**

Policy Statement:

1. The City shall undertake a multi-year approach to budgeting for operating and capital programs and services unless otherwise directed by Council.
2. The end of the term of the multi-year budget is to be coincidental with the calendar year end of the year after the year in which a new Council is elected. The term of the multi-year budget is to be approved by Council.
3. City Council expects the implementation of a multi-year budget will allow for the identification of longer term funding needs for the achievement of Council approved outcomes.
4. City Council expects that the public will be afforded an opportunity to comment on the proposed multi-year budget through a non-statutory public hearing.
5. City Council expects multi-year resource planning to consider the best estimates for all revenues available to the City and the best estimates of expenditure for established service levels and for the operating budget to provide indicative property tax impacts for each year of the multi-year budget.
6. Multi-year budgets are to be managed, monitored and reported upon.
7. City Council expects that adjustments to the multi-year budget that exceed the City Manager's delegated authority will be discussed in public and approved by City Council.

The purpose of this policy is to:

Establish guidelines and the approach for the planning and approval of multi-year budgets to ensure greater certainty for future expenditures and revenue increases and the related impact on future tax increases. The Policy provides direction in the development, approval and adjustment of multi-year budgets in order to recognize major changes in budgetary assumptions, legislation and Council priorities.

This policy is subject to any specific provisions of the Municipal Government Act or other relevant legislation or Union Agreement.

MEETING DATE : March 12, 2015
AGENDA ITEM # : 10.2 – Letter From Bud Squair
PREPARED BY: Bud Squair, EFCL President 1969 to 1971

Item 10.2



Wed 3/4/2015 2:17 PM

EFCL <info@efcl.org>

EFCL Contact Request

To  Info

 You forwarded this message on 3/4/2015 2:22 PM.

EFCL Contact Form

Name: Bud Squair

Phone: 7804365432

Email: bud.squair@shaw.ca

Comment:

Hi - as you know Don Williams and I are former presidents of the EFCL. I currently volunteer on the city's Naming Committee. One of the naming possibilities is a park on the south side of 106 Avenue, between 106 Street and 107 Street. I want to name this park after Don Williams. I have the endorsement of the Central McDougall community league, the board of Edmonton Public Schools (as he was a member of that board for 18 years including one as vice-chair. I am asking for the endorsement of the Edmonton Federation of Community Leagues so this park can be named after Don Williams. Thanks much for your consideration.

Cheers

Bud Squair

pres EFCL 1969-1971

MEETING DATE : March 12, 2015
AGENDA ITEM # : 10.3 – Letter From Tamarack Institute
PREPARED BY: Sylvia Cheuy, Tamarack Institute

Item 10.3

From: Sylvia Cheuy [<mailto:christie@tamarackcommunity.ca>]
Sent: February 19, 2015 1:30 PM
To: director@ecvo.ca
Subject: An Invitation

Hi Russ,

Dynamic neighbourhoods are the foundation of strong cities and municipalities. Engaged citizens and residents are essential in creating strong neighbourhoods. Community-based organizations play an important, catalytic role in making positive community change possible.

Since you are a community leader you are invited to join renowned neighbourhood-builders John McKnight, Jim Diers, Vickie Cammack, Milton Friesen and Paul Johnson to explore the policies and programs that build our neighbourhoods and strengthen our municipalities.

[Learn more about the Neighbours: Policies & Programs gathering](#)

As neighbourhoods are unique and dynamic, so is this gathering! Our home base for this national gathering will be the Dr. John M. Perkins Centre, in Hamilton Ontario. It is a community centre and affordable housing complex which supports social entrepreneurship. This Gathering – as a fulcrum between policies and programs – , will be an interactive event that includes neighbourhood walkabouts, learning labs, evening entertainment, story-telling, and keynote sessions, all while we feast on locally sourced food made with love. Trust me when I say this might just be the most fun you will ever have at a learning event!

[Neighbours: Policies and Programs](#) will welcome community-builders from a diversity of sectors throughout North America. Here you will find the inspiration, knowledge, programs and practices you need to cultivate the leadership to engage and mobilize citizens and then work with them to realize their shared hopes for the future. Together, we will explore the emerging patterns, innovative programs and policy priorities that are needed to establish a supportive environment for citizen-led, neighbourhood engagement which can serve as a catalyst for system-wide innovation.

If you have any other questions contact [Christie Nash](#). She is happy to answer any questions you might have.

Hoping you will join us as we learn and celebrate the joy, power and potential of community!

Sylvia Cheuy and Tamarack team

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Canada

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MEETING DATE : March 12, 2015
AGENDA ITEM # : 10.4 – Vitalize Conference Notice
PREPARED BY: Vitalize Conference

Item 10.4

Vitalize Conference Newsletter

[View this email in your browser](#)



Get Ready for Vitalize 2015

Mark your calendars - June 18 - 20, 2015!

The 27th annual Vitalize Provincial Voluntary Sector conference will be held June 18 – 20, 2015 in Edmonton at the SHAW Conference Centre.

Amazing Keynotes with powerful workshops will offer delegates the opportunity to explore innovative ideas in organizational development, leadership, marketing and other areas.

Full details on keynote speakers, workshops and registration will be released in the coming weeks, so visit VitalizeConference.ca and join us on [Facebook group](#) for latest updates.

See you in Edmonton!

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11.0 WORK IN PROGRESS

MEETING DATE : March 12, 2015
AGENDA ITEM # : 11.1 – EFCL Work in Progress
PREPARED BY: Allan Bolstad, Executive Director

Item 11.1

MEETING DATE	REF.	ITEM	STATUS
2012/04/12	5.3	Reporting Form For EFCL Representatives "A reporting form is to be created to be provided to anyone representing the EFCL in any capacity on external Committees or Sub-Committees, to report back to the EFCL a minimum of at least once annually."	Ongoing
2013/02/14	5.3	Leagues Without Halls "1. That the EFCL survey all of the leagues without halls to determine what they are doing to meet their space needs and whether or not the EFCL can be of assistance. 2. That the EFCL hold a meeting with the leagues without halls to discuss this situation and determine what role the EFCL might play."	Ongoing
2013/10/10	5.6	Meeting with Edmonton MPs That the Edmonton Federation of Community Leagues host a meeting with the Edmonton Members of Parliament to discuss key items of interest.	Ongoing
2014/03/13	5.2	Establishment of 100th Anniversary Project Legacy Fund "That the EFCL create a 100 th Anniversary Project Legacy Fund at the Edmonton Community Foundation."	March 12/15
2014/12/11	8.2	City Budget Decisions S. Labonne advised he would check what the final CLIP grants amount totaled.	Ongoing
2015/02/12	5.3	Elimination of Grant Waiting Period For New Leagues "That the EFCL ask the City of Edmonton to drop its requirement that new community leagues be in business one full year after incorporation before becoming eligible for an operating grant. " "That the EFCL explore with City Administration the possibility of making exceptions for new community leagues, where financially feasible, to receive their full operating grant prior to the one year waiting period after incorporation."	Ongoing