

**low carbon  
cities canada**

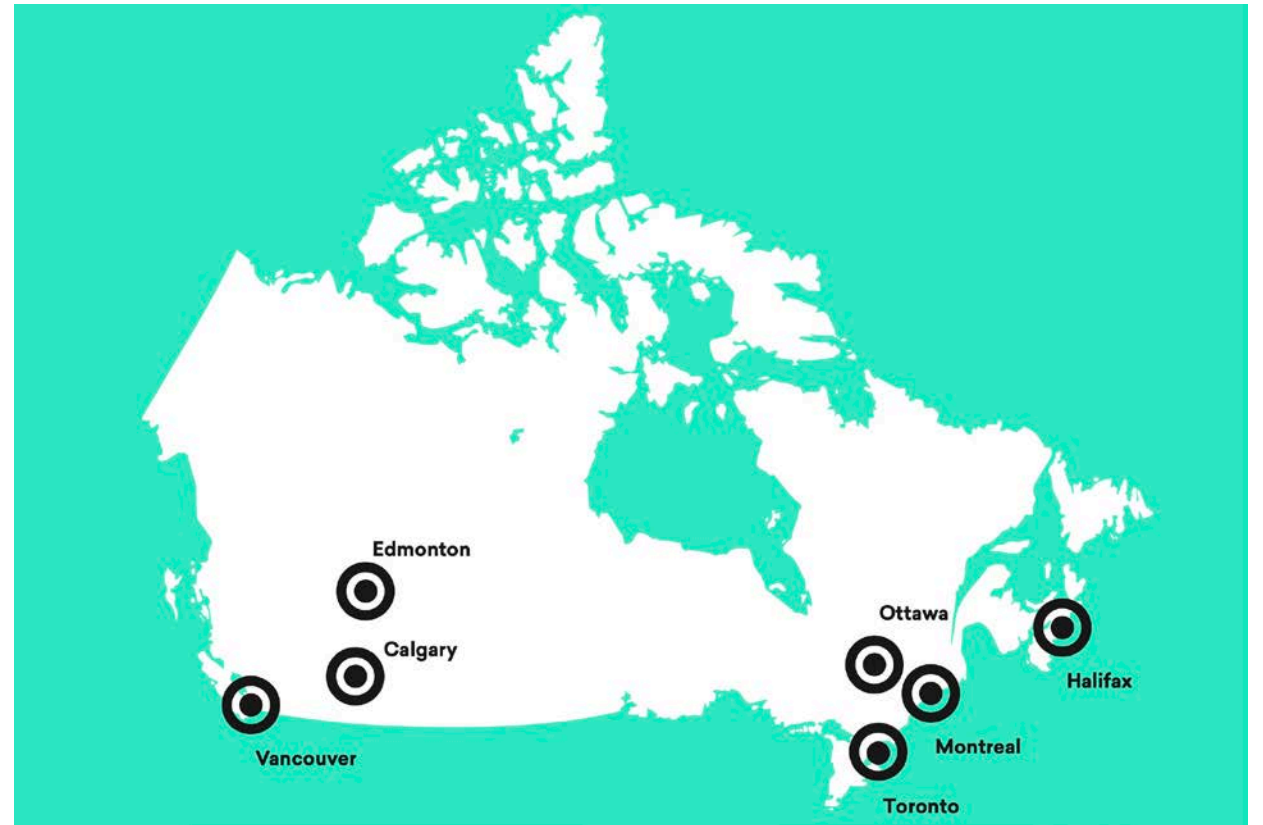
**ligue des communautés  
canadiennes  
sobre en carbone**

## **LC3 National Office – Purpose and Practice**

Presentation to the TAF Board | 27 July 2020

# LC3 Network Hosts

- **National Office** – Federation of Canadian Municipalities
- **Vancouver & Lower Mainland**  
City of Vancouver
- **Edmonton and Calgary** – Alberta Ecotrust Foundation
- **Greater Toronto & Hamilton** – The Atmospheric Fund
- **Ottawa** – Ottawa Community Foundation
- **Montreal Metropolitan Community** – The Trottier Family Foundation
- **Halifax Region** – EfficiencyOne



# LC3 National Office

**Oversight and accountability** to the government of Canada based on terms in the GMF-Canada funding agreement

**Delivering collaboration, knowledge transfer and support services** to the LC3 Network to improve outcomes for all.



# Start-Up Phase

- Transfer Payment Agreement
- Local Contribution Agreements
- Governance structures
- National communications and outreach
- Support/orientation for new centres
- Co-development of shared Theory of Change and KPIs



# Governance and Financial Model



# National Office Governance



LC3 Network  
Executive and FCM  
(Management)



GMF Council and LC3  
Committee  
(Oversight)



FCM Board of  
Directors  
(Accountability)



# National Office Financing Model

- **\$6M NO operating fund**, plus interest on LC3 assets under management
- NO Operating fund **projected to last 8 years** pending Network spending decisions
- After this, local centres pay **annual service fees estimated 0.5%** of LC3 nominal value
- **Draw is based on actual costs** as presented in annual audited statements
- Core service costs have been established; **supplementary costs directed by LC3 Network**
- **Annual NO budget is informed by LC3 Network**, approved by GMF
- Arrangement is **subject to assessment after 5 years**

# Capacity







Kate Fleming  
Program Director



Mary Pickering  
Sr. Advisor



Oscar Espinosa  
Program Lead

# LC3 National Office Team

# FCM Resources

- Sr. Investment Manager
- Accounting and Finance Support
- Communications and Graphics Support  
(pro-rated in budget)
  
- Sr. Performance/Metrics Specialists
- Knowledge Transfer Specialists
- Program Design Specialists
- Government Relations  
(pro bono by FCM)



Jeremy Klein, Sr. Investment Manager, FCM

# Reporting





- Quarterly financial and management report
- Annual Plan and Budget and Funding Targets
- Annual 5-yr Payout Amount
- Annual Report
- Project Data Report
- Investment Portfolio Performance Report
- Annual Audited Statements (Calendar Year)
- Supplementary Audit Report on Project-Related Financials **NEW**
- Strategic Plans for information purposes

## Regular Requirements of Local Centres

# Independent Five-Year Review

- ✓ Overall LC3 Fund performance
- ✓ Adherence to funding agreements
- ✓ Review of operations and governance
- ✓ Accuracy of reported results
- ✓ Effectiveness of stakeholder consultation
- ✓ Lessons learned

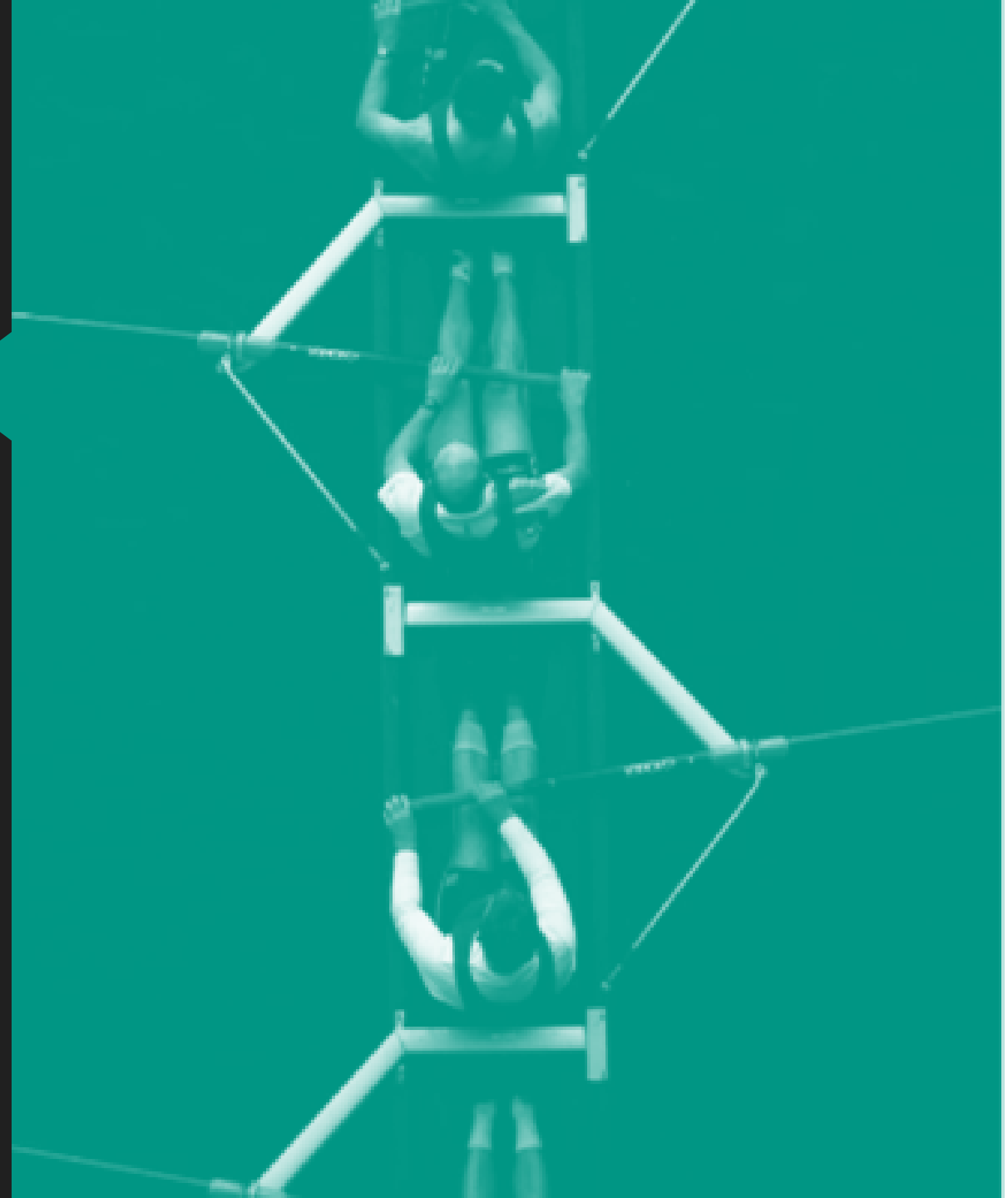


# Leveraging the Network



# Enhanced Resources and Influence

- Increasing influence through a broad national alliance for Federal policy advocacy
- Amplifying impact through co-ordinated grant-making and impact investing
- Reducing costs through shared purchasing of common services like R & D, investment due diligence, legal, fundraising
- Accessing more resources through national partnership development for fundraising/investment from pan-Canadian stakeholders



# Rapid Prototyping Service for GTHA

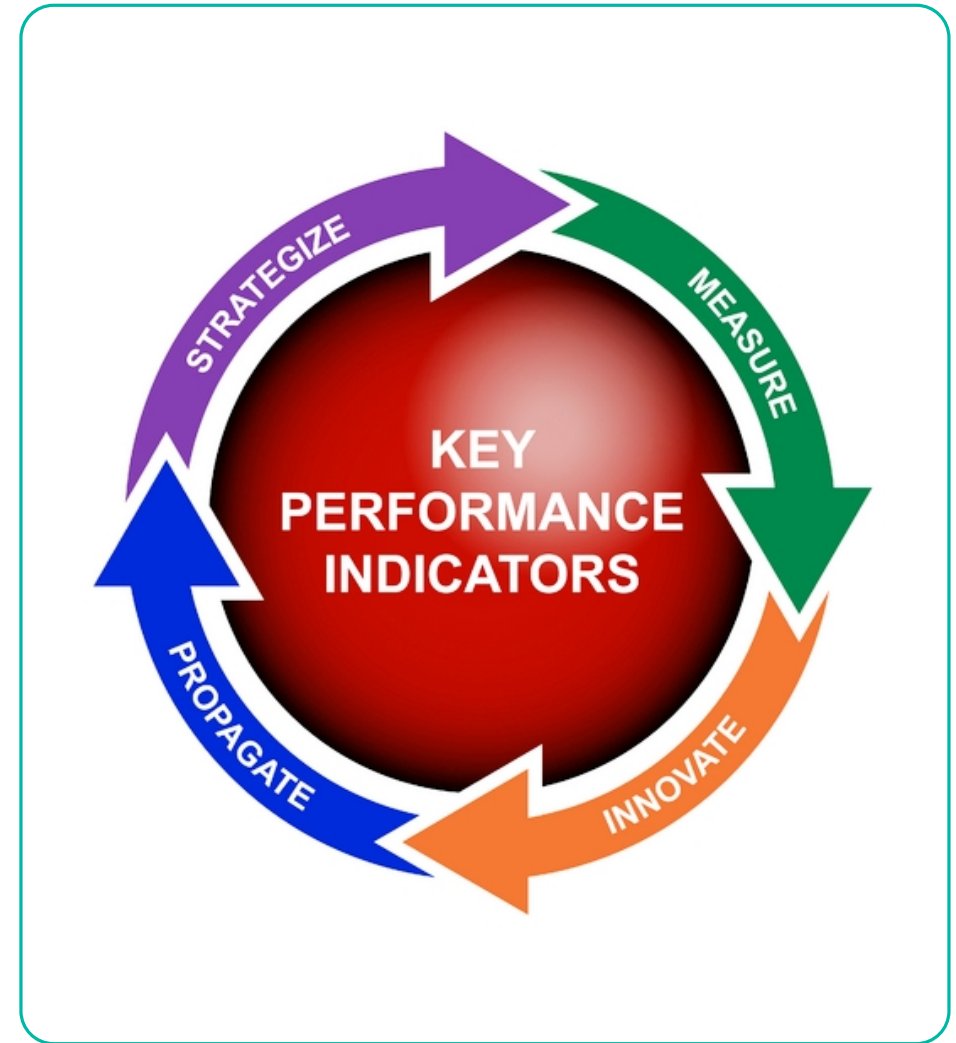


Six new centres working to generate workable prototypes – seven times TAF’s existing capacity. Access to a portfolio of urban low carbon scale-ready programs designed to scale-out across the network.



# Accelerated Learning Opportunity

With the same mandate and reporting against the same key performance indicators, there will be a chance to compare apples to apples performance with others in a larger testing pool, driving insights to improve outcomes for all.



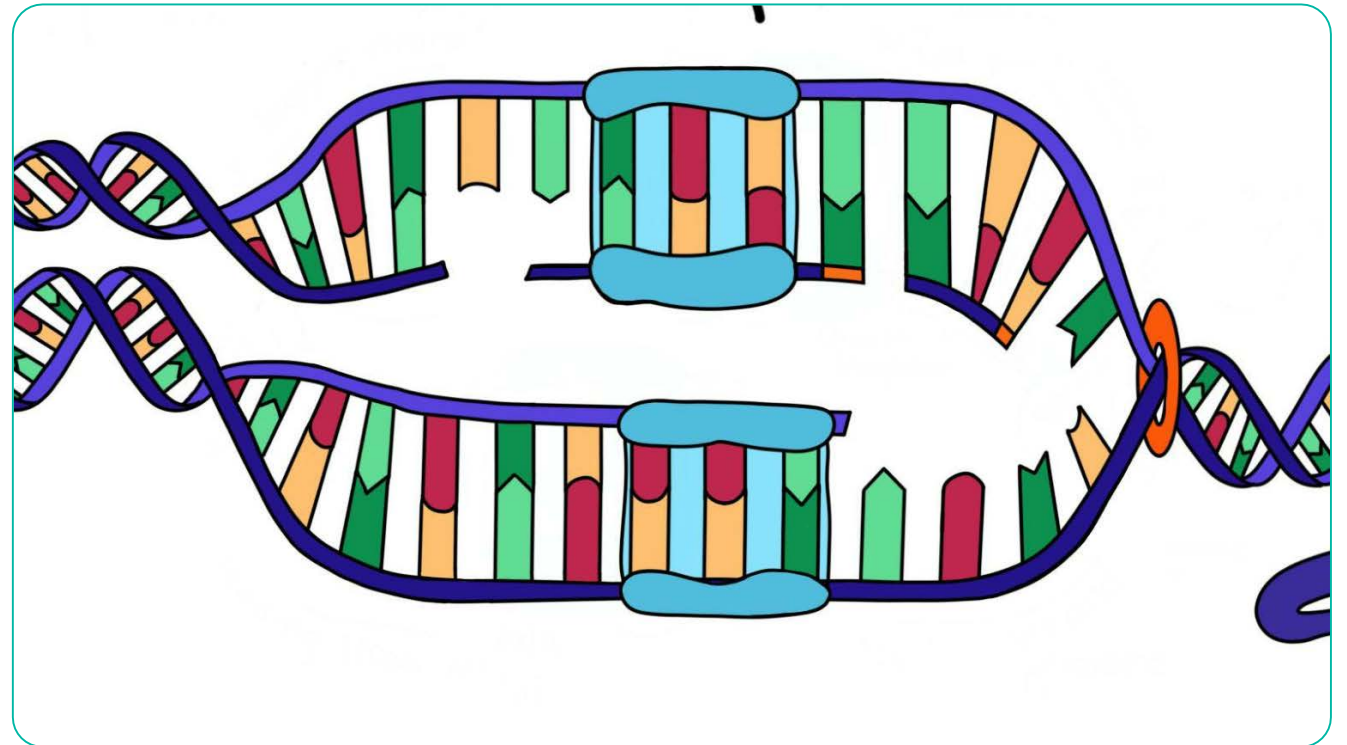
# A Strong Peer Network

Access to smart, experienced, innovative practitioners in Canada's large urban regions and at FCM, proactively curated by the National Office team.



# A Scale-Up Success Story

TAF can claim a story of scale showing how we replicated our DNA across six other Canadian cities. This reinforces our leadership and demonstrates our new scale ambition and know-how.



# Questions and Comments

## **Mary Pickering**

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