



City of
Peterborough

To: Members of the Committee of the Whole

From: Director of Community Services

Meeting Date: May 8, 2017

Subject: Report CSD17-013
Community Grant Program Overview

Purpose

A report to provide Council with an overview of the City's Community Grant Program.

Recommendation

That Council approve the recommendation outlined in Report CSD17-013 dated May 8, 2017, of the Director of Community Services, as follows:

That the report and a presentation by the Director of Community Services on the City's Community Grant Program be received for information.

Budget and Financial Implications

There is no budget or financial implications as a result of receiving this report.

Background

This report is the result of a request from Council earlier this year that staff provide an overview of the City's current Community Grant Program.

Evolution of City Grants

The City of Peterborough has been providing grant funding to local Registered Charities (Charities) and Not- For- Profit (NFP) Organizations since before 1990 through various Council appointed Committees. The funding programs, allocations and processes have been reviewed several times during this period through reports to Council in March 20, 2000, December 3, 2001, and again in September 3, 2002.

In 2006, at the request of the City's Chief Administrative Officer, Ken Doherty, Director of Community Services and Pat Knapp, Director of Social Services, worked together to conduct a thorough review of all forms of public financial support provided by the City of Peterborough in 2006 including:

- Grants traditionally provided through the Community Grant Program;
- Grants provided through special request to Council, but not included in the core budget program;
- Grants included in the core budget program in the form of Transfers and Operating Grants;
- Fee for Service contracts to support the provision of services by community agencies either on behalf of the City or in service to the community;
- Financial supports provided in the form of tax rebates, tax relief or other in-kind supports.

The objectives for the review were primarily to provide full transparency by describing all financial support programs offered by the City of Peterborough in 2006 with regard to:

- Criteria and mechanisms for financial allocation;
- Methodology for performance monitoring and reporting;
- Determination of accountability measures;
- Terms for funding provision i.e. requirements for funding agreements, service contracts etc.

The findings were presented to Committee of the Whole in Report CSD07-003 on April 2, 2007, including a comprehensive review entitled **City of Peterborough Financial Support to External Organizations Review** (Appendix A). As a result of follow-up report to Committee of the Whole on April 23, 2007 (CSD07-004) Council subsequently approved the following:

It is recommended that the City of Peterborough:

- a) continue to provide financial support through a variety of means including: property tax rebates to registered charities, property tax exemptions, Municipal Capital Facilities, support for parades and processions, capital projects and special events, in-kind support, interest-free loans, and direct project-specific appeals;
- b) consolidate the funding support to NFP's currently receiving funding as a result of transfers, operating grants, and municipal cultural facilities into the proposed Community Services Grant program;
- c) restrict the number of ways that NFP's can receive City support to no more than ~~two~~ three

Council at its meeting of April 30, 2007, made the following recommendation:

That recommendation c) be amended to strike the number "two" and replace with number "three".

- d) continue to invest in the quality of life of its local residents by supporting the activities of NFP's that are located, and conduct the majority of their activities, within the geographic boundaries of the City;
- e) provide a one-time exception in 2007 to (d) in support of the 4th Line Theatre's application to the Community Investment Grant on condition that Cavan- Monaghan Township or the County of Peterborough match the City contribution;
- f) establish a Community Project Grant program to provide seed money for informal or new NFP's for specific projects and special events;
- g) replace the existing Community Grants Program with a Community Investment Program to provide annual or multi-year program and operating grants for established incorporated NFP's;
- h) approve a two year phase in period for unincorporated NFP's who have applied to the existing Community Grants Program in past years to apply directly for the proposed Community Investment Grant; and direct new applicants to the proposed Community Project Grant;
- i) direct the appointment of a community-based Grant Advisory Committee to review all Community Investment Grant applications in 2007 and to make recommendations to City staff;

- j) establish Community Service Grant Agreements for all NFP's currently receiving City funding through transfers, operating grants, or designated as Municipal Capital Facilities;
- k) review the role and activities of all NFP's that are eligible for the Community Investment Program or that received Community grants in the past, during the term of this Council, to determine which organizations should be considered for funding through the Community Service Grant Program;
- l) conduct a comprehensive review in 2010 to evaluate the proposed changes and to determine future direction.

Council at its meeting of April 30, 2007, made the following recommendations:

That all recommendations be forwarded to Committee of the Whole and to Council for final approval.

These recommendations remain the foundation of City funding to local Registered Charities and Not-For-Profit Organizations to this day.

Community Project Grants

Since its introduction in 2007, Project grants were originally intended to provide seed money or support for a specific project, but have evolved to include programs or operating support. This is the entry level program for informal groups and new organizations to access City funding. Organizations receiving Investment Grants or Service Grants are ineligible.

Applicants can apply for up to \$1,000 of 50% matching support from the City. The original \$20,000 fund was increased to \$21,000 in 2014 in response to rising demand. Applications are reviewed by a Staff Review panel, with recommendations submitted to Council for approval.

Community Investment Grants

While there have been several different titles for this program over the years, it remains the mainstay of City funding support to the largest number of community organizations. New applicants must have been successful in receiving funding from at least two Project Grant applications. All applicants in this category must be incorporated Not-For-Profit organizations / Registered Charities. They can apply for \$1,000 to \$15,000 in annual funding for projects, programs, or operating support, with the City funding not to exceed 33% of the organization's total funding. Organizations can apply for either 1 or 3 year funding.

All requests are reviewed by a Council appointed Community Grant Advisory Committee, which makes recommendations to Council through a staff report. The initial funding allocation of \$205,000 (dating back to 2005) was increased to \$210,000 in 2014 and subsequently to \$230,000 in 2017 in response to increased community need.

Once in the Investment Grant program, organizations rely on the City funding year after year. Over the past decade, however, several organizations receiving Investment Grants have dissolved including: Peterborough Arts Umbrella (2009), Heritage Pavilion Stage (2012); and more recently Community Opportunity and Innovation Network (2017). This year, St. Paul's Church - Community Kitchen did not apply for funding.

Community Service Grants

This program was formally introduced in 2007 to eliminate some former funding anomalies and to provide more transparency. This program provides funding for municipally mandated/ approved community services provided by local NFP's that would otherwise be expected to be provided by the municipality. Many of the Service Grant recipients are also designated as Municipal Capital Facilities. The level of City funding in this program area typically does not exceed 25% of the organization's total funding.

There is no application process for Service Grants. Recommendations for entry into the program result either from staff reports or Community Grant Advisory Committee recommendations through annual Investment Grant applications, as approved by Council. Funding allocations are approved by Council during its annual budget deliberations.

Currently, there are 23 local organizations receiving an overall total of \$1,177,653 through the Community Services Department Administration Budget (17 organizations/ \$927,353), the Social Services' Community Development Budget (4 organizations/ \$138,210), and through the Recreation Division's Administration Budget under the Elderly Persons Centre Act (2 organizations/ \$112,000).

Organizations moved to the Service Grant Program from the Investment Grant Program include: Peterborough Historical Society/Hutchison House Museum and Kawartha Food Share, 2007; New Canadians Centre, YWCA 2008 only; Market Hall, 2009; Peterborough Aids Resource Network, Peterborough Native Learning Program, 2014; and Artspace, 2015.

Special One-time Grants

Special Capital Projects or one-off special grants are not supported through the Community Grant Program. Once a need has been identified and assessed, reports are presented to Council recommending a specific type and amount of support to be provided if warranted. This funding is often used to either offset City costs relating to a project (like facility rentals or transit service) or to provide City sponsorship funding,

rather than to provide “in-kind” services and waiving of rental fees.

Major Community Capital Projects funded in this way include: the new YMCA, YWCA Crossroads, Trent Athletic refresh, Mapleridge, Hutchison House, Showplace, Canadian Canoe Museum, Hospice Peterborough, and most recently, the Humane Society.

One-time support of major community events or one-time projects include: Lift Lock Centennial Celebrations, Imagine Peterborough/City Centennial Celebrations, Millennium Celebrations, International Plowing Match, Canada Wide Science Fair, International Dragon Boat Race, Olympic Torch Relay, Hockey Day in Canada, Stompin’ Tom Tribute, Trent Valley Archives, Kawartha Village Co-op, Community Care move, Trent’s 50th Anniversary Celebrations, and this year’s Special Hockey International Tournament.

Program Review

In 2011 Community Services Department staff conducted a comprehensive administrative program review. This included Focus Group meetings with Project, Investment, and Service Grant recipients; consultation with the United Way and Community Foundation of Greater Peterborough; consultation with peer municipalities like Kingston, Barrie, Orillia, Oshawa, and Belleville; and a review of the Ontario Arts Council and Trillium Foundations various grant programs. The review supported maintaining the current program, structure, and process.

Each year, the Grant Advisory Committee and the Staff Committee for the Project Grants also provide feedback on the program and process. Often, their recommendations for change or tweaking are incorporated into the annual grant reports and/or the grant application forms.

Importance of City Funding

The City’s Community Grant Program has been successful in supporting a broad number of community organizations. It has influenced or been replicated in other municipalities.

Most importantly, it has proven to be flexible, adaptable, and responsive to community needs. It has enabled new community-based organizations to secure much needed City funding support for modest projects, for new programs, or –equally important—to help cover administrative or operating costs. It has also helped many of them leverage funding support from other granting agencies and foundations. It has helped offset the general decline in the depth and breadth of funding opportunities from the provincial and federal governments. Often, it serves to pick up the slack when the senior levels of government provide start-up funding for new initiatives or services with the unrealistic expectation that they become self-sustaining without some form of on-going operating funding support. And, it has provided a modest buffer for some local organizations when the local United Way changed its funding priorities and allocations.

Experience has shown that most local Charities and NFPs are not sustainable without some level of City funding support. History has also shown that very few can be weaned from City funding. Typically, they just fail or disappear; and other organizations pick up the slack.

Summary

The City has been providing grants to local Charities and Not-For-Profit organizations for over thirty years. The current grant program, which includes: Project Grants, Investment Grants, Service Grants, and Special One-time grants for capital and special projects, has proven to be fair, consistent, and transparent.

Based on regular feedback from grant recipients, the City's funding program is also seen as flexible and responsive to community needs. It is tangible recognition that the City appreciates and values what the various organizations do to enhance the quality of life in the community. It is critical in helping them leverage funding support from other granting agencies and foundations.

Submitted by,

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Attachments:
Appendix A -- City of Peterborough Financial Support to External Organizations Review, 2007