



City of  
**Peterborough**

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**To:** Members of the General Committee

**From:** Sheldon Laidman, Commissioner, Community Services

**Meeting Date:** October 10, 2023

**Report:** Community Grant History and Future Direction, Report  
CSAC23-008

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## **Subject:**

A report to provide background information on the Community Grant programs and their future direction.

## **Recommendations**

That Council approve the recommendations in Report CSAC23-008 dated October 10, 2023, of the Commissioner of Community Services as follows.

- a) That staff prepare administrative updates to the 2024 grant program as outlined in the report and proceed with the 2024 application process without any major changes for 2024;
- b) That the 2025 grant funding streams be realigned into three categories; Community Wellbeing Grants, Service Delivery Agreements, and Art Investment Fund as described in the report. That funding amounts be realigned for each stream for the 2025 budget as described in this report;
- c) That a Policy for each funding stream be developed and approved by Council;
- d) That the City of Peterborough formally set up an Arts Investment Fund in 2025 separate from the Community Wellbeing Grants program (formerly Investment Grant) and that all City funding for the Arts be aligned within this funding stream to include the following programs:

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- i. Individual Artists Grants(existing)
  - ii. Professional Arts Organization Grant (new)
  - iii. Artsweek Funding (existing)
  - iv. Poet Laureate Program (existing)
- e) That a two-year pilot of the Professional Arts Organization stream be introduced for the 2025 budget, within the Art Investment Fund umbrella to be administered and led by the Art Gallery of Peterborough staff in collaboration with the Electric City Culture Council, who will be included in each jury process with a non-voting seat;
  - f) Funding guidelines, application process, evaluation rubric review process, reports, and acknowledgement as well as the selection and role of the jury are to be established based on best practices utilized by other municipalities and supporting Council's strategic priorities;
  - g) A full report of the program and its economic impact is to be presented to Council for review at the end of the two-year pilot for consideration of a permanent fund to support capacity building of the arts sector in Peterborough;
  - h) That \$60,000 be transferred from the Community Grant Program to the professional arts organization stream with the fund to be administered through the Arts and Culture Division's operating budget;
  - i) That all recipients of the City funds through the Arts Fund recognize the City of Peterborough as a funder;
  - j) That staff initiate 3-year Service Grant agreements with existing recipients to formalize deliverables and a review process; and
  - k) That Kawartha Sexual Assault Organization be moved into the Service Grant category and funded from the investment grant budget.

## Executive Summary

- The Community Grant Program has been operating for over 30 years with a focus on supporting Community Services in Peterborough.
- The categories have included Heritage, Environment, Recreation, Arts, Social Services and Health.
- The community grant program is reviewed annually by staff and major changes to the program took place in 2007 and 2017.
- This report provides a further review for 2023 as requested by Council and makes recommendations around amendments to the various grant programs.

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## Background

The Community Grant Program in Peterborough has been operating for over 30 years with a focus on supporting Community Services in Peterborough. The categories have included Heritage, Environment, Recreation, Arts, Social Services and Health. The number of applications per year has fluctuated depending on the economic climate and most recently the Covid pandemic. Yearly reports document the success of the program and highlight the variety of programs the city has been able to support. The pandemic has greatly impacted the needs in the community and highlighted some ongoing struggles. Council made the decision to maintain the grant programs and their level of funding, despite many activities being cancelled throughout the pandemic to provide financial support to all the organizations. The Investment stream offers an opportunity to apply for three-year funding to provide some stability to organization but does pre commit funds thus reducing the amount available for new applications.

### Challenges:

- In 2023 applications rose in both the project (20 to 41 applications) and investment (12 to 25 applications) categories and prior to committee evaluation it was clear that the requests exceeded the budgeted amount with a shortfall of \$31,785 and \$118,102 in the respective grant streams.
- Grant budgets have reflected a modest 0% to 1.5% increase over recent years while demand for funding has increased.
- Disparate sectors competing against one another for the same funding such as Social Services, Arts, Heritage and Environment.
- Current on-line grant application platform is not accessible, and applicants have noted some technology issues.

### Background: 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 or 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, the program has supported numerous organizations over many years. 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 or

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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 one or three 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. The amount was reduced since 2017 and in 2022 was \$212,642.

Council appoints a citizen advisory committee to review the applications with the support of city staff. Recommendations are submitted through an annual report to Council and once approved by Council the funds are distributed. Currently the option to appeal is through a delegation to Council.

### **Scoring**

A scoring matrix is used to evaluate the applications and the matrix focuses on Community Impact; meeting the Strategic Priorities of the City; partnerships, organizational sustainability; track record of the organization, and the overall quality of the application.

### **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. This is a disparate group of organizations and services funded by the City over time that have essentially been put into one budgetary location for transparency and ease of review. Funding allocations are approved by Council during its annual budget deliberations.

### **Current Application Process**

The process has remained consistent over the years, but improvements have been made such as moving to an on-line process and streamlining of application forms.

All applications are submitted through an on-line process on the City's website. Applications open in the fall of each year and organizations have until the first week in December to complete their applications. Staff are available throughout this time to offer support for applicants. Once the deadline has been reached staff then review the applications for completeness and follow up with organizations if needed.

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## **Amended Model Being Recommended:**

### **Stream One: Community Wellbeing Grants for Nonprofit Organizations (name change to align with the Strategic Plan)**

#### **A) Community Project Grants 2024/2025**

Project grants are intended to provide seed money or support for a specific project and may 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. Applications are reviewed by a Staff Review panel, with recommendations submitted to Council for approval.

Recommendation:

No changes are being recommended to the Project Grant Stream Structure.

#### **B) Community New Initiative Grants 2024/2025**

All applicants in this category must be incorporated Not-For-Profit organizations / Registered Charities. They can apply for \$1,000 to \$10,000 in annual funding for projects, programs, with the City funding not to exceed 33% of the organization's total funding. Organizations can apply for one year of funding to ensure new organizations are able to apply.

All requests are reviewed by a Council appointed Community Grant Advisory Committee, which makes recommendations to Council through a staff report. The funding amount for this stream will be reduced as money is realigned with other programs.

Recommendation:

That the Community Grants program for the Project and Investment streams continue with the following changes.

- i) For the 2024 cycle no major changes be made to the program
- ii) That the scoring matrix be added to the guidelines for applicants on the city website.
- iii) That city staff work with the IT department to make any administrative improvements possible to improve the application process.
- iv) That the 2024 grant cycle be for one-year applications only to allow for transition to the 2025 process. All current three-year agreements would be honored.

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**2025**

- i) That the program guidelines be changed to align with the City's new strategic plan, focused on Community Wellbeing. The name of the stream be changed to include Wellbeing.
- ii) Pending budget and IT project management availability. that the on-line application process be moved to a new platform for the 2025 season to address accessibility concerns and ease of access for all applicants, including an electronic signing capability.
- iii) That the scoring matrix be updated to reflect the new strategic plan and that the scoring criteria be included in the application guidelines.
- iv) That the eligibility criteria be updated to reflect current goals and aims. Organizations would only be eligible to apply in one City stream and is not intended to be guaranteed annual funding.
- v). That community well-being initiatives are one year funding and organizations may apply in the following year, but a new initiative is required.
- vi). That a code of conduct be included in the application guidelines.
- vii) That the funding level in 2025 be \$1,000 to \$10,000 to realign funds with other streams.
- viii) That staff bring forward to Council a revised Community Grant Program Policy.

**Stream Two: Service Delivery Agreements:**

The service delivery model continues to provide funding for municipally mandated/ approved community services provided by local NFP's that would otherwise be expected to be provided by the municipality or is located within a designated Municipal Capital Facilities. The level of City funding in this program area typically does not exceed 25% of the organization's total funding. This stream would be tied to the infrastructure pillar in the Strategic Plan.

**Recommendations:**

- a) Entry into the program results from staff reports to Council based on mandated service requirements of the city, Funding allocations as a service delivery are approved by Council during its annual budget deliberations. This is to be considered a separate area of funding provided by the City and no longer considered part of the Community Grants Program to reduce confusion that it is something to be strived towards for organizations in the Community Grants program.
- b) That a formal service delivery agreement be established with these organizations and that clear deliverables and reporting structure be established including a cycle

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of evaluation every three years to ensure that all requirements are still in place and that a new three year agreement be entered into if deemed appropriate.

### **Stream Three: Arts Investment Fund (Umbrella of various City Arts programs)**

In proposing this stream, staff are recommending that all Arts funding from the City be aligned in this one stream for transparency and accountability. The Arts Investment Fund would serve as an umbrella for all the City arts funding programs. Several of the programs are in existence and based upon industry best practices it would align all arts funding in one area within the Arts and Culture Division and tie it directly to the Municipal Cultural Plan. Each individual element would continue to operate separately, and the new Professional Arts Organization element would be added in 2025. Existing agreements with Electric City Culture Council would continue to be honoured as per terms of their agreements. Through numerous consultations during the preparation of the new Municipal Cultural Plan, funding for the Arts has been a primary area of concern. The creation of this separate fund for Professional Arts Organization would eliminate one of the main tensions within the Community Grants program.

The recommendation of an Arts Fund as a separate umbrella of funding programs would support economic growth and build capacity with the Arts sector. Overall, this type of investment in the Arts can yield both cultural and economic returns, contributing to the overall wellbeing and vitality of the community, which is a pillar of the City of Peterborough Strategic Plan.

#### **Recommendation:**

That the City of Peterborough formally set up an Arts Investment Fund in 2025 separate from the Community Wellbeing Grants program (formerly Investment Grant) and that all City funding for the Arts be aligned within this funding stream to include the following programs:

- Individual Artists Grants(existing)
- Professional Arts Organization Grant (new)
- Artsweek Funding (existing)
- Poet Laureate Program (existing)

That a two-year pilot of the Professional Arts Organization stream be introduced for the 2025 budget, within the Art Investment Fund umbrella to be administered and led by the Art Gallery of Peterborough staff in collaboration with the Electric City Culture Council, who will be included in each jury process with a non-voting seat;

The Professional Arts Organization Grant would be set up for the 2025 budget year as a two year pilot program. Funding criteria, review processes, and assessment processes need to be established before a pilot program can be established and timing for a fall release of the 2024 Grant program will not permit enough time to establish a strong fund. Staff are recommending that this program be operated through the Art Gallery of

Peterborough, in consultation with the Electric City Culture Council. It would be expected that applications would be reviewed through a neutral jury process administered by Art Gallery staff in consultation with EC3. The Art Gallery is a strong institution in the City arts community that has the staff and administrative capacity to be able to undertake this new program and adhere to industry best practices. Staff would bring forward to Council the Policy for this new program prior to its initiation for the 2025 budget year.

## **Strategic Plan**

### **Strategic Priority Pillar - Community & Wellbeing**

Aligns with the Community & Wellbeing Pillar which reads, “Foster community resiliency, neighbourhood identity, civic pride, sense of belonging, and intercultural harmony. Enhance and protect the health, safety, and wellbeing of all in our city. Provide robust, affordable, and accessible sport, recreation, wellness, the arts, and social programs for people of all ages and abilities”.

The community grant program offers community partnerships and opportunities to expand the vibrancy and well being of our community. Municipal investment can bring cultural enrichment, economic growth, community identity, job creation and quality of life benefits to the community.

## **Engagement and Consultation**

### **Community Grants Survey**

Staff initiated a community grants survey through PTBO Connect in June and July of 2023 and received over 220 responses. The following sample of results from the survey indicate overall satisfaction for the program.

#### **1) How familiar are you with the Community Grant Program?**

31.6% Very familiar

57.6% Somewhat familiar

10.8 % Not a all familiar

#### **2) Have you or your organization ever applied for a grant?**

58% Yes

42% No

#### **3) How effective do you believe the Community Grant Program has been in supporting local organizations?**

35.6% Highly effective



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37.6% Moderately effective

14.1 % Neutral

7.4 % Somewhat ineffective

5.4% Highly ineffective

**4) How satisfied are you with the current grant application process?**

17.4 % Very satisfied

25.5 % Somewhat satisfied

20.1% Neutral

10.3% Somewhat dissatisfied

16.8% Very dissatisfied

**5) Ease of completing Application?**

20.7% Very satisfied

29.7% Somewhat satisfied

35.9% Neutral

**Summary of Comments:**

Overall, many respondents were satisfied with the current program. Several comments regarding the application process, accessibility, and ease of using the on-line platform highlighted concerns also expressed by staff who have been working internally to find a more suitable platform to host this application process.

Some of the arts sector expressed dissatisfaction with the process and recommended the arts be separated from the community grant process and a system of peer assessment be used as done in other municipalities.

**Other Municipalities Consulted:**

It is difficult to find comparators to the City's grant programs at the scale of the City's programs. Below are examples of larger cities with a more resourced program overall but they offer context to how Peterborough can refine its programs.

**City of London: Funding streams**

Arts focused funding: Community Arts Investment Program and London Arts Live Program- streams administered through the London Arts Council.

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Purpose: To provide funding for not-for-profit arts organizations to support operational expenses and capacity building within the London arts community

The total arts funding budget provided by the city of London to the London Arts Council is \$750,000.00. Of that, \$700,000.00 supports the year round operating of 20 non-profit arts organizations (\$442,000.00 in 2023) with the remaining \$257,800.00 (2023) supporting the creative projects of Individual Artists and Artist Collectives. The second stream of \$50,000.00 supports the payment of artists in the London Arts Live Program.

#### Multi-Year Grants (2024-2027) Program- Community Grants

The City of London community grant program is for local not-for-profit organizations and community groups. With \$2.3 million in funding available annually, this program provides financial support to London-based not-for-profit organizations and community groups to implement programs, with funding provided for up to four years. Applicants can request funding for programs and services operating within the City of London for London residents, including those related to counselling, mentorship, basic needs, social services, recreation, the environment, youth leadership and cultural activities, including programs supporting equity-denied groups, children, youth, and older adults.

All grant applications are assessed based on their alignment with the City's Strategic Plan, a demonstrated need for the project in the community, the cost and effectiveness of the project and the project's contribution to the quality of life in the community.

#### **City of Kingston: Funding streams**

Every year, the City of Kingston provides close to \$1 million in funding to non-profit arts, heritage, and cultural organizations and artist collectives through two funding programs: the City of Kingston Arts Fund and the City of Kingston Heritage Fund. The funding programs support sector development and provide residents with access to a broad range of cultural offerings.

The City of Kingston through the City of Kingston Arts Fund (CKAF) provides grants to local arts organizations and projects through Operating and Project Grants to foster creativity at all levels and enrich how Kingston residents experience and engage with the arts. Since its inception in 2007, CKAF has provided a mechanism for the city to invest in the arts and arts organizations and to-date, the city has invested close to \$8.6 million to support a combination of both operational and project funding.

The objectives of CKAF are to nurture the capacity of the arts, artists and the arts sector in Kingston while fostering creativity, encouraging social cohesion, enhancing quality of life, and stimulating economic development through direct investment.

The City of Kingston Heritage Fund (CKHF) provides operating and project grants to museums, heritage projects, cultural groups, and historical societies to expand how and improve how Kingston's stories are being shared.

The City of Kingston is currently undergoing a review of the Arts Fund and changes to the program are possible in the future.

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**City of Guelph: Funding Streams**

**Community Grant:** Purpose to provide funding for not-for-profit organizations that support operating costs, events, special programs or for small capital items that support the quality of life for Guelph residents.

**Resilience Fund**

This grant will fund capacity building for local organizations to strengthen their current and future operations. Organizations may apply to access funding for strategic and core operations including strategic planning, evaluation, staffing/volunteer requirement and training, or communications and marketing.

**Micro-Grants**

This program offers small grants for creative ideas that activate neighbourhoods and arts-based initiatives. While open to everyone, projects and initiatives that centre equity and reconciliation, as well as those led by individuals identifying as members of equity-deserving groups will be prioritized for funding.

**Arts and Culture Advisory Committee Motion:**

Moved by Councillor Bierk

ACAC recommends that a designated funding stream and a clear process be developed for professional arts organizations; and

That the City engage with EC3 in assessing the necessary requirements and steps to enhance capacity and develop essential components that recognize, support, and sustain professional Arts Organizations, aligned with a new municipal cultural plan.

**Electric City Culture Council (EC3)**

Staff met with representatives of EC3 as part of the consultation process. Their support for separating out the Arts Grants was shared at the meeting as a best practice in the Arts Sector with a peer assessment being key to the process.

**Budget and Financial Implications**

The 2023 Community Project Grant budget is \$20,655 and the Investment Grants \$215,832. A total of \$970,000 is included in the Commissioners Office budget for Service Grants. For the 2024 budget a 1.5 percent increase is recommended to the Community Project Grant and the Investment Grant streams. To meet the Council directed budgetary guideline, a 5% reduction to Service Grant recipient organizations, except for those with specific funding agreements already in place, is being recommended in the 2024 draft budget.

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## Conclusion

The proposed amendments to the funding streams align with the City of Peterborough new strategic plan and provides transparency and accountability for the programs. The community grant program is an important link to our community and the realignment assures future growth and sustainability. The City of Peterborough contribution to the community grants program has provided significant dollars over the years and enhanced the city's quality of life and accessibility to several different community opportunities.

## Attachments

Appendix A: Service Grant 2022-2023 Recipients

Submitted by,

Sheldon Laidman,  
Commissioner of Community Services

### Contact Name:

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## Appendix A – Report CSAC23-008

### Service Grant 2022-2023 - Recipients

(Years in Funding includes Community Grant, Service Grant or other city funds provided)

Organization	2022	2023	Additional City Funds	Staff Hours	Years in City Funding
Artspace	\$36,743	\$37,294	No	NA	15 plus
Peterborough Aides Resource Network	\$7,419	\$7,530	No	NA	15 plus
Community Care Peterborough	\$28,125	\$28,547	22,303-Community Development	NA	15 plus
Musicfest	\$121,130	\$122,947	15,000 security	190 hours	30 plus
Peterborough Folk Festival	\$21,771	\$22,098	9,000 infrastructure support	19 hours (event)	15 plus years
Native Learning Program	\$3,177	\$3,255	No	NA	15 plus years
Community Race Relations	\$43,024	\$61,978	No	NA	15 plus
Canoe Museum	\$108,362	\$108,362	Capital	NA	20 plus
Lions Club	\$28,125	\$28,547	No	NA	20 plus
Green Up	\$200,045	\$203,046	\$70,000 IPS Projects	NA	20 plus
Ptbo Ag Society	\$82,580	\$83,819	No	NA	20 plus
Historical (Hutchinson House)	\$43,994	\$44,654	No	NA	15 plus
Kawartha Food Share	\$33,758	\$34,265	21,865 50/50 with County	NA	15 plus
New Canadian Center	\$48,892	\$49,652	14,784 – Immigration Portal	NA	15 plus
Showplace	141,602	143,726	No	NA	20 plus
Market Hall	\$80,337	\$81,542	No	NA	14 plus
Drug Strategy	\$33,149	\$33,647	No	NA	10 plus