**Agenda – Executive Policy Committee – September 17, 2024**

## REPORTS

**Item No. 13 Proposed Grant Intake and Review Process**

COUNCIL DECISION:

On June 27, 2024, Council referred back Item 6 of the Report of the Executive Policy Committee dated June 18, 2024, which recommended as follows:

1. That Council approve the Community and Neighbourhood Grant Program as outlined in this report.

2. That Council enact the Community and Neighbourhood Grant Program By-law, a draft of which is attached as Appendix 1 to this report, with the following amendment:

    A. In section 8(1), add the following new clause (d) and renumber the remaining clauses accordingly:

        (d) the Speaker of Council

3. That the Proper Officers of the City be authorized to do all things necessary to implement the intent of the foregoing.

DECISION MAKING HISTORY:

EXECUTIVE POLICY COMMITTEE RECOMMENDATION:

On July 9, 2024, the Executive Policy Committee laid the matter over for 30 days.

Shawn Kettner submitted a communication in support of the matter.

The following persons submitted communications in opposition to the matter:

- Diamond Cleopatra Johnny
- Kait Marie
- Kate Moulden, Researcher, Spence Neighbourhood Association
- Leslie Scott, Better Manitoba
- David Alper, Professor of Social Work, Université de Saint-Boniface
- Kristi Fitzgerald
- Mira Priestley
- Ken Harasym, Communications Coordinator, Council of Canadians Winnipeg Chapter
- Faye Tardiff
- Bethany Swanson
- Sharon Johnson

The following persons submitted communications with respect to the matter:

- Astrid De Bruyn
- Dr. James F. Hare

COUNCIL DECISION:

On June 27, 2024, Council referred the item back to the Executive Policy Committee.

The following persons submitted communications with respect to the matter:

- David Grant
- Make Poverty History Manitoba
- North End Community Renewal Corporation (NECRC)
- Pearson Singbeil Montgomery
- Tracy Proctor, Coordinator, Winnipeg Committee for Safety
- Transcona Hi Neighbour Festival Inc.

EXECUTIVE POLICY COMMITTEE RECOMMENDATION:

On June 18, 2024, the Executive Policy Committee concurred in the recommendation of the Winnipeg Public Service with the following amendment:

DECISION MAKING HISTORY (continued):

EXECUTIVE POLICY COMMITTEE RECOMMENDATION (continued):

- In Recommendation 2, delete the period after "attached as Appendix 1 to this report" and replace with the following:

  ", with the following amendment:

  A. In section 8(1), add the following new clause (d) and renumber the remaining clauses accordingly:

  (d) the Speaker of Council"

and submitted the matter to Council.

The following persons submitted communications with respect to the matter:

- Ron Brown
- David Grant

COUNCIL DECISION:

On March 20, 2024, Council adopted the 2024-2027 Multi-Year Operating and Capital Budgets, which included the following recommendation:

1.Y. That in order to better align grant awards from the City of Winnipeg to the City's adopted Strategic Priorities under the 2022-2026 Strategic Priorities Action Plan, the Public Service be directed to report to the appropriate committee of Council within 90 days to review the grant review process, including a grant intake process, introduction of proposed categories (such as environment, arts and culture, Indigenous Youth Strategy, parks, recreation, community well-being and others), application process, establishment of a committee(s) to review and award proposed grants, evaluation, reporting and accountability of grant funds, and other program details, to be considered starting in the 2025 budget process.

# ADMINISTRATIVE REPORT

**Title:** Proposed Grant Intake and Review Process

**Critical Path:** Executive Policy Committee – Council

## AUTHORIZATION

| Author | Department Head | CFO | CAO |
|---|---|---|---|
| L. Pablo | C. Kloepfer | C. Kloepfer | M. Jack |

## EXECUTIVE SUMMARY

Grant funding should be allocated consistently with Council's Strategic Priorities Action Plan. The balanced 2024 to 2027 budgets determined the grant funding envelope for 2025, 2026 and 2027. The available grant amount to be awarded in 2025 is $1.310 million. This proposal is for community and neighbourhood grants to be awarded through a new grant intake process instead of the annual budget process. Some highlights are:

- An Evaluation Committee will be formed to review applications and evaluate based on criteria consistent with Council's strategic priorities.
- One intake process will occur typically from July 1 to September 15, every year, or such other dates as determined necessary by the Evaluation Committee.
- The Applicant must identify the funding stream that they are applying for.
- The Chief Administrative Officer will be delegated the authority to approve grants to the applicants based on the recommendations of the Evaluation Committee.
- Annual preliminary budget documents will only disclose the lump sum amount of $1.310 million.

## RECOMMENDATIONS

1. That Council approve the Community and Neighbourhood Grant Program as outlined in this report.

2. That Council enact the Community and Neighbourhood Grant Program By-law, a draft of which is attached as Appendix 1 to this report.

3. That the Proper Officers of the City be authorized to do all things necessary to implement the intent of the foregoing.

## REASON FOR THE REPORT

On March 20, 2024, as part of the multi-year budget process, Council approved Recommendation 1.Y. of the 2024 Budget, which directed the Public Service to report back to the appropriate committee of Council, to review the grant review process, including a grant intake process, introduction of proposed categories (such as environment, arts and culture, Indigenous Youth Strategy, parks, recreation, community well-being and others), application process, establishment of a committee(s) to review and award proposed grants, evaluation, reporting and accountability of grant funds, and other program details, in order to better align with the City's adopted Strategic Priorities under the 2022-2026 Strategic Priorities Action Plan to be considered starting in the 2025 budget process.

A by-law to authorize the proposed grant intake and review process is required in order for the said program to proceed, and only Council may enact a by-law.

## IMPLICATIONS OF THE RECOMMENDATIONS

Approval of the recommendations will result in a by-law including the grant categories. The aim of the revised process is to ensure alignment with Council priorities.

## HISTORY/DISCUSSION

On December 12, 1994, Council resolved that funding be provided to certain organizations by way of a line item in the City's operating budget if the following criteria were met:

- Where it can be shown that a formally organized, not-for-profit organization could not provide a social service, social development program, health, education, recreation or other similar service without aid and the City, of necessity, would have to provide this service in whole or in part, the City may contribute to the continuance of the service;
- Funding shall not be provided for any service for which clear legislative responsibility exists at any other level of government, unless expressly authorized by Council; and
- Funding shall be provided by way of a formal agreement between the City and the organization, which agreement shall clearly stipulate the terms and conditions under which City support shall be provided.

On July 22, 2021, Council did not concur in the recommendation of the Public Service regarding a proposed "Grant Evaluation and Review Process Policy." The said proposal included an evaluation of grant applications and assessment of the grant award's alignment with the City's:

1) legislated service responsibilities,
2) Council priorities,
3) expected outcomes of the organization and/or program for which the grant is requested,
4) ensuring financial transparency and fiscal sustainability.

On March 20, 2024, in order to better align grant awards from the City of Winnipeg to the City's adopted Strategic Priorities under the 2022-2026 Strategic Priorities Action Plan, Council directed the Public Service to report to the appropriate committee of Council within 90 days to review the grant review process, including a grant intake process, introduction of proposed categories (such as environment, arts and culture, Indigenous Youth Strategy, parks, recreation, community well-being and others), application process, establishment of a committee(s) to review and award proposed grants, evaluation, reporting and accountability of grant funds, and other program details, to be considered starting in the 2025 budget process.

Current Grants Process

Under the current process, operating and capital grant applications are submitted to the City Clerk's office for consideration as part of the budget process. Decisions regarding funding for external organizations are made with the annual budget process. A listing of budgeted grant recipients is included in the budget book (see Appendix 2 of the 2024 Budget). Upon budget approval, grant agreements are executed which includes reporting requirements. Departments responsible for administering the grants have a review and evaluation process implemented before releasing the Council approved grant funds.

Proposed Grant Intake and Review Process

Grant funding should be allocated consistently with Council's Strategic Priorities Action Plan. The multi-year budget will determine the grant funding envelope but the funding will not be awarded through the annual budget process. Instead, a new grant intake process will be implemented. Included in the 2024 budget are the following budgets (in millions of $):

| **Table 1: in millions of $** | **2024** | **2025** | **2026** | **2027** |
|---|---|---|---|---|
| **Total Grants Budget** | **$ 106.592** | **$ 72.382** | **$ 71.109** | **$ 69.756** |
| Long-term agreement | 31.690 | 32.472 | 33.662 | 32.836 |
| Capital grants | 9.366 | 8.883 | 8.916 | 8.760 |
| Grants from Reserves* | 22.882 | 16.354 | 15.914 | 15.885 |
| Service Purchase Agreements | 1.422 | 1.352 | 1.352 | 1.352 |
| Indigenous Youth Strategy | 0.900 | 0.900 | 0.900 | 0.900 |
| Building Safer Communities Fund | 1.193 | 1.109 | 0.198 | - |
| Housing Accelerator Fund - Capital Grants Program | 25.000 | - | - | - |
| One-time grant funding | 1.840 | 1.150 | - | - |
| Pre-determined in the 2024 Budget Process ** | 12.299 | 8.852 | 8.857 | 8.713 |
| Total Non-discretionary funding | **106.592** | **71.072** | **69.799** | **68.446** |
| **Unallocated funding** | **$ -** | **$ 1.310** | **$ 1.310** | **$ 1.310** |

* Funded by reserve funds.

** Includes funding allocation to Winnipeg Arts Council and Museums. See Appendix 2 for details.

Note: Communities Fund budget of $2 million per year is not included in the listing above.

Additional information regarding the table above:

- A detailed listing of grants and payments for each of the items listed on Table 1 is noted in Appendix 2.
- The unallocated funding amounts would be awarded through this proposed grant intake process.
- Most of the year-over-year decreases in grant amounts are from reserve funds.

To provide more context, included in the amounts above are non-discretionary grants. Non-discretionary grants, for the purposes of this report, are fully allocated and noted on the table above (e.g., Long-term agreement, capital grants, grants from reserves, etc.). These non-discretionary grants, including service purchase agreements, will continue to be subject to change as part of the annual budget process.

The proposed grant intake process includes the following highlights:

- Applies to grants funded out of the operating budget only; excludes grants funded in the capital budget.
- Application typically opens on July 1 and closes on September 15, or such other dates as determined necessary by the Evaluation Committee. The City's website will be updated to reflect the proposal in this report.
    - Grant application form will be digitized using a web-based form fillable on winnipeg.ca. PDF submissions are still welcome.
- Applicants will choose ONLY ONE of the following funding streams and demonstrate via the grant application form on how the grant purpose aligns to that stream.
    - Environmental / Green City (consistent with SPAP theme "A Green and Growing City with Sustainable Renewal of Infrastructure") - focus on climate resiliency, renewable energy, waste diversion, protecting and growing the urban forest.
    - Recreation (SPAP 3.6 Increasing funding to implement the Winnipeg Recreation Strategy) - improve access to library and recreation services.
    - Community Well-being (consistent with SPAP theme "A Livable, Safe, Healthy, Happy City") - promotes safety and the well-being of residents; services that are more available, accessible and affordable to those who need it most.
    - Arts and Culture (consistent with SPAP theme "A Livable, Safe, Healthy, Happy City") - protection, preservation and promotion of the inherent value of the arts, cultural, built and natural heritage resources.
    - Other grants – do not fall under one of the above

  Note: A program by-law for the four funding streams is attached.
- Funding will be awarded annually.
- Community and Neighbourhood Grant Evaluation Committee will be comprised of:
    - Chief Administrative Officer (CAO) or delegate (Lead)
    - SPC Community Services Chair
    - SPC Public Works Chair
    - Water and Waste Director or delegate
    - City Clerk or delegate

- Public Service will implement the following grant approval process:
    - Applications are compiled by the City Clerk's Department and submitted to the Office of the CAO (which is the lead department for the grant intake and review process).
    - Office of the CAO reviews all applications for eligibility and completeness.
    - Applications are considered by the Grants Evaluation Committee consisting of elected officials and Public Service representatives.
    - Award decisions are made by the CAO and are communicated to applicants by the Grant Administrator.
- Grant applications will be evaluated using an evaluation framework with a two-pronged approach:
    - Pass/fail on critical information.
        - The organization applying for the grant must be a non-profit organization, meaning a club, society, association, or corporation that conducts business for the benefit of the general public without shareholders and without a profit motive. Any profit that is made is used to further the goals or undertaking of the organization. Profits are not used by the individuals involved for their own personal financial gain;
        - The organization must complete the grant application form and submit on or before September 15 of each year;
        - The organization, project, or event must have clear objectives, targets, and outcomes (supported by a business plan or board approval of the grant application); and
        - If applicable, the organization must follow all previous grant agreement requirements (e.g. number of events hosted, number of attendees, etc.).
    - Using a point system to prioritize funding to organizations that meet all criteria that are aligned with SPAP and other measures as noted in Appendix 1.
        - The organization must indicate the funding stream it is applying for on the grant application;
        - The applicant's proposed project or program must be aligned to one or more of the Council priorities noted in SPAP;
        - The proposed project or program must be aligned to at least one of the OurWinnipeg goals;
        - Confirmation of fiscal need through financial assessment of the applicant. The organization must submit audited or reviewed financial statements (report form dependent on the revenue of the applicant and/or the amount of the grant requested).
    - Exclusions from this grant intake process:
        - Funding annual operating costs or full-time equivalents (including both full time or part time positions) of organizations (including but not limited to salaries and benefits, insurance, fuel, debt) and are not related to specific outcomes or projects.
        - Per capita grants – see note below.
        - Non-discretionary funding as identified in Table 1 above.

        - Specialized grant funding such as Downtown Arts Capital, Housing Accelerator Fund, or any other grant program with a designated process in place.
- Proposed funding recipients will be submitted to the CAO for approval. Timing of the approval will vary from year to year depending on the budget cycle.
- Starting with the 2025 budget process, the annual preliminary budget will only disclose the lump sum amount of $1.310 million.
- Any changes to the grant funding envelope from the budget process will be considered annually.

- Once approved by the Chief Administrative Officer:
    - The City of Winnipeg Grant Administrator from the Office of the CAO provides the organization a letter of award and process for accessing the funding.
    - The City of Winnipeg ensures that all outstanding items, such as confirmation of project funding, are addressed.
    - The organization enters into an agreement with The City of Winnipeg based on Council established thresholds noted below.
    - Upon receipt of the executed agreement, the City of Winnipeg Grant Administrator will release the funds accordingly.
- Grant agreement thresholds – the following applies regarding the requirement to provide financial statements and enter into grant agreements:
    - Up to $10,000 – no agreement as per the current practice.
    - $10,001 to $25,000 – letter setting out terms and conditions without the need for financial statements.
    - $25,001 to $100,000 – Grant agreement with internally prepared financial statement required (“designated accountant-reviewed financial statements” not required due to the associated costs).
    - Over $100,000 – Grant agreement with all reporting requirements, including the designated accountant-reviewed financial statements.

<u>Forward-looking process</u>

The proposed grant intake process as noted in this report is one of the first steps to implement improvements or efficiencies. For future consideration, the Public Service is currently looking at the following additional process improvements:

- The use of a consistent streamlined approach for any grant program in the City.
- The use of Web-based applications for all grant programs, on a city-wide basis.
- Submission of a Business Case to the 2025 budget update process to implement a general-purpose Grants Management Application using the City's Customer Portal and Customer Relationship Management platforms

Any future improvements can be considered as part of the annual budget process.

**Requested Changes**

At a Reports Briefing on May 21, 2024, an earlier draft of this administrative report was reviewed by members of the Executive Policy Committee and the following revisions were requested:

- Include an additional attachment that lists the grants that were approved this year that are not guaranteed in future years (Appendix 3).

## FINANCIAL IMPACT

**Financial Impact Statement** **Date:** May 9, 2024

**Project Name:**

**Proposed Grant Intake and Review Process**

**Comments:**
There are no financial implications associated with the recommendations in this report.

*Randy Bernard*
Randy Bernard, CPA, CMA
Manager of Finance & Administration (Campus)
Corporate Finance Department

## CONSULTATION

This Report has been prepared in consultation with:

- Office of the Chief Administrative Officer
- Innovation and Technology
- Legal Services

## OURWINNIPEG POLICY ALIGNMENT

The Grants Intake Process presented in this report aligns with the Leadership and Good Governance goal, in particular 1.4 Integrated Knowledge and Resources in terms of coordinating inter-departmental systems, projects and resources, making the best use of internal and external expertise.

## WINNIPEG CLIMATE ACTION PLAN ALIGNMENT

Consideration was given as to whether this report connects to the Winnipeg Climate Action Plan (CAP), and it was determined that the CAP is not applicable to this specific report.

## WINNIPEG POVERTY REDUCTION STRATEGY ALIGNMENT

This aligns with Initiative 1.1 Poverty Reduction Strategy Implementation and Alignment, Action 1 “Poverty Reduction in budget les is considered in project, program, and services development, and administrative reports.”

**SUBMITTED BY**

Department: Corporate Finance
Division: Financial Planning and Review
Prepared by: Liza Pablo
Date: May 9, 2024
Attachments:

Appendix 1 – Community and Neighbourhood Grant Program By-law

Appendix 2 – Detailed listing of Grants and Payments

Appendix 3 – Grants Subject to the Intake Process