



To: **COUNCIL**
Meeting Date: **09/14/21**
Subject: **Community Grants Program**
Submitted By: **Sheryl Ayres, Chief Financial Officer**
Prepared By: **Sheryl Ayres, Chief Financial Officer**
Report No.: **21-217(CRS)**
File No.: **C1101**

Recommendation(s)

THAT report 21-217(CRS), re: Community Grants Program be received;
AND THAT the Community Grants Program policy, as outlined in Appendix A, be approved;
AND THAT the new program be effective for the 2022 Community Grants Program.

Executive Summary

Purpose

- The Community Grants program will provide financial support to volunteer and/or not-for-profit organizations to deliver programs or services that benefit the quality of life of Cambridge residents
- The program will ensure City funds are being allocated to support the highest and greatest needs in the community and provide transparency and accountability to the community on the use of City funds

Key Findings

- A review of municipal best practices for granting funds to volunteer and/or non-profit community groups has been conducted to develop a program for Cambridge that would ensure City funding is being allocated to support the highest and greatest needs in the community
- The current grants process is being strengthened to ensure funding is allocated where it will provide the greatest benefit to the community while allowing the City

to be more transparent and accountable in regards to how municipal funds are being used

- The Community Grants Program policy is replacing the Grants to Groups PolicyC-80.020
- The Community Grants Program was presented to the Budget and Audit Committee in September, 2019 and to Council in October and November, 2019. Revisions have been made to the policy and process to incorporate feedback received.

Financial Implications

- The City of Cambridge annual Budget and Business Plan includes funding to support external organizations. The City's contribution to volunteer and/or non-profit organizations is leveraged through organizational funds to provide a greater impact to the community.
- In 2019, 2020 and 2021 funding of \$1.4 million, \$1.2 million and \$1.0 million respectively has been allocated to various organizations in the community to support programs and events. These amounts exclude funding provided to Neighbourhood Associations of \$1.2 million annually since these organizations are excluded from the Community Grants Policy.

Background

The City of Cambridge recognizes the value community organizations provide in improving the health, lifestyle and community wellbeing of Cambridge residents. Similar to many other municipalities, the City provides grants to organizations to support a variety of initiatives in the community such as social services, special events, sports/athletic groups, cultural groups, and not-for-profit organizations that further the interests and prosperity of the City of Cambridge to name a few. In 2019, 2020 and 2021 funding of \$1.4 million, \$1.2 million and \$1.0 million respectively has been provided to external groups. Details of the funding provided in each of these years is included in Appendix B to this report.

Funding provided to community groups represents a significant financial contribution from the City's annual budget. As such, during deliberations of the 2019 Budget, the Budget & Audit Committee requested a review of the City's grants process and approved the following motion:

THAT an application and review intake process be developed for groups that receive funding and grants from the 2019 Budget, including follow-up and oversight.

In response to this request, in 2019 staff researched similar programs from other municipalities including Kitchener, Waterloo, Guelph, Mississauga, Milton, London, Hamilton and Peterborough. Best practices from each of these municipalities were considered and a policy and process were developed for the City of Cambridge to provide support to not-for-profit organizations to deliver programs or services that benefit the quality of life of Cambridge residents.

The policy and process were presented to the Budget and Audit Committee in September, 2019 and to Council in October and November, 2019. At each of these meetings, feedback was provided to staff for further consideration and revisions to the policy. A summary of the feedback from Committee and Council and responses to the feedback is provided in Appendix C to this report. Ultimately, Council gave direction to continue the process that was in place in previous years and deferred consideration of the new policy until Spring 2020.

As a result of COVID-19, the Finance division workplan was reprioritized to deal with the ongoing financial impacts of the pandemic and the update to the policy was delayed. Throughout 2020 staff continued to revise the policy, consulted with grant recipients as requested by Council and developed an online portal to receive applications for the 2021 Grants to Groups program. This information was outlined in a memo to Council on November 3, 2020.

Analysis

Strategic Alignment

PEOPLE To actively engage, inform and create opportunities for people to participate in community building – making Cambridge a better place to live, work, play and learn for all.

Goal #1 - Community Wellbeing

Objective 1.2 Support and facilitate community access to services related to health, wellness and personal development.

The Community Grant Program will provide funding to a variety of volunteer and non-profit groups which in turn will enhance services offered by the City and provide greater access to social services, events, recreation and culture.

Comments

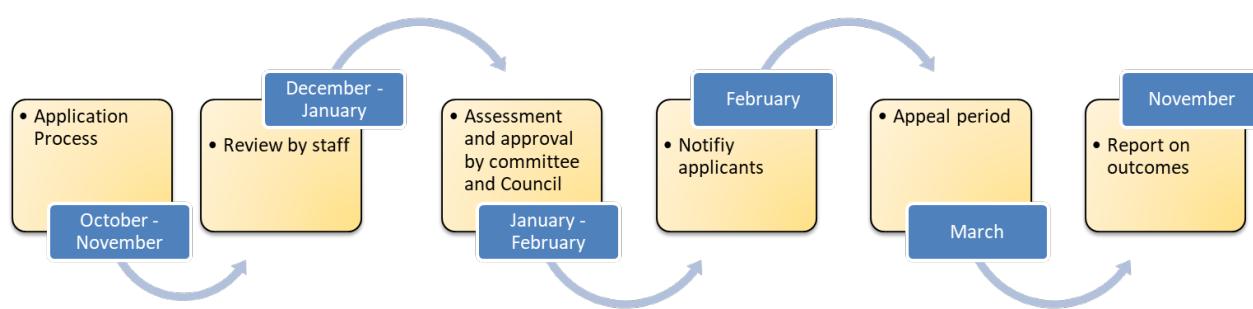
A review of the City's practices for granting funds to community groups was undertaken in 2019 and, based on feedback from Council, has been updated and is attached in Appendix A. The review considered best practices in other municipalities to develop a

program for Cambridge that would ensure City funding is being allocated to support the highest and greatest needs in the community.

The annual program will begin with an application process where any non-profit organization requesting funds from the City will be required to complete an application form. The application will provide information on the organization requesting funding, how the funding aligns with the City's strategic plan and how it will be used to benefit the community, financial information about the organization and identify measures of success. Based on feedback provided by Council, the application form has been developed to be as efficient and simple as possible while ensuring information is received that allows for due diligence in the evaluation of applications. All requests will be evaluated against established criteria and existing programs and services offered by the City, and funding will be allocated within the approved budget.

Applications for less than \$25,000 of funding will be assessed by the Grant Review Committee with recommendations submitted to Council for final approval. Requests greater than \$25,000 will be assessed and approved by Council. Applicants will be notified as to the decision of Council and successful applicants will be provided funding once they sign a letter of agreement. In November of the year in which funding is granted, all organizations will be required to complete an Outcomes Reporting template which provides accountability back to the City and information on how funds were leveraged to benefit the community, successful outcomes achieved through the grant, performance measures and a financial summary.

A summary of the Community Grant program is outlined below.



Whether an organization applies for funding from another organization, or an individual applies for funding from a bank or other lending institution, an application process is standard practice, along with accountability that the funds were spent as intended. In previous years the City has only required applications to be completed for funding through the Grant to Groups program. This program has a total annual budget of \$94,700 and typically allocates amounts of less than \$10,000 to individual groups. Therefore, the majority of external funding provided by the City is approved through the

annual budget with no formal request made by groups to verify the funds are needed, what they will be used toward or that the funds were spent as intended. The revised Community Grants Program Policy includes a requirement for all external groups requesting funding from the City to complete an application for funding as this is good business practice and provides accountability and transparency to the public on how City funds are spent. The application will provide an option for groups to apply for multi-year funding where this type of arrangement is appropriate.

Since the introduction of the draft policy in 2019 staff have identified instances where the new policy would be effective at saving funds for the City while still supporting the programs, services and events of external organizations. For example, funding is approved to various groups through the City's annual budget without the requirement for these groups to make a formal request. However, some of these groups have submitted funding applications with a request less than the budget approval. Also, during the COVID-19 pandemic not all groups were able to continue with programs or events as intended and without a year-end outcome reporting requirement, City funds have been provided for activities that have not taken place. The draft Community Grants Program Policy exercises due diligence to ensure funds are being allocated as needed, spending aligns with the City's strategic goals and the City is able to report to the community on how funds were spent during the year.

Evaluation Matrix

An evaluation tool to be used by the Grant Review Committee and Council has been developed to assess if each organization has met the basic eligibility requirements for funding, to score the strength of the application and the funding need. The evaluation matrix is intended to be an objective tool to assess each of the applications against the criteria outlined in the Community Grants policy. This tool provides an objective and fair process that removes personal bias in decision making and ensures an equitable process that is transparent and fair to all groups. The scores determined by the use of the evaluation matrix are not to be considered the sole determining factor on which grant decisions will be made but is rather a tool to facilitate discussions about each application.

Outcomes Reporting

A new requirement of the Community Grants Program is for groups to complete an Outcomes Reporting form at the end of the project/event/year to describe how funds were used, how the community benefitted, what success was achieved and provide performance metrics. This requirement meets the policy goal to ensure that a proper system of accountability is developed and maintained by the community groups and /or organizations receiving funding from the City. The Outcomes Report provides valuable information to help measure and demonstrate the impact of funding programs.

Existing Policy/By-Law

This policy replaces the Grants to Groups Policy C-80.020.

Financial Impact

Funding to external organizations is provided annually through the City of Cambridge Budget and Business Plan. In 2019, 2020 and 2021 funding of \$1.4 million, \$1.2 million and \$1.0 million respectively has been allocated to various organizations in the community to support programs and events. This funding is leveraged through other funds raised by each of the organizations to provide a greater impact to the community.

The funding provided to external groups in 2021 represents 1.07% of the tax levy.

Public Input

Posted publicly as part of the report process.

Internal/External Consultation

During review of the Community Grants Program, Finance consulted with staff in Recreation and Culture and Economic Development.

Consultation with three groups that receive funding annually from the City was undertaken to solicit feedback about the proposed Community Grants policy, as suggested by Council (SHORE Centre, Sexual Assault Support Centre of Waterloo Region and the Cambridge and North Dumfries Doctor Recruitment Committee). The groups were generally supportive of the proposed changes and provided feedback that the application process should be efficient and streamlined and not take time away from delivery of their core service. SHORE provided feedback that a delay in approval of funding from December (through the City's budget) to the proposed approval timeline of February in the draft policy may make it more difficult to begin building their budget for the following year. Comments were also received from these groups that they are supportive of a year-end reporting document as an opportunity to share annual results with Council.

Members of the 2021 Grants to Groups Committee have been consulted in the revisions to the draft policy and application forms and feedback from Council has been incorporated into the revised policy attached to this report.

Conclusion

As directed by the Budget & Audit Committee through the approval of the 2019 Budget, the Community Grants Program Policy provides an application and review intake process for groups that receive funding and grants from the City's annual budget,

including follow-up and oversight. The Program has been developed based on a review of municipal best practices for providing external funding to community groups.

In the fall of each year groups requesting funding from the City will complete an application. Applications for less than \$25,000 will be reviewed by the Grants Review Committee who will make recommendations to Council for approval. Council will review requests greater than \$25,000 and provide the final approval for all funding provided. Community groups and /or organizations receiving funding from the City will be required to complete an Outcomes Reporting form to provide accountability and transparency on how funds were used, how the community benefitted, what success was achieved and provide performance metrics.

The Community Grants Program improves the City's accountability to the community on the responsible use of public funds.

Signature

Division Approval

Reviewed by Legal Services



Name: Sheryl Ayres
Title: Chief Financial Officer

Departmental Approval



Name: Dave Bush
Title: Deputy City Manager Corporate Services

City Manager Approval



Name: David Calder
Title: City Manager

Attachments

Appendix A - Community Grants Program Policy

Appendix B - Listing of 2020 and 2021 grant recipients receiving less than \$25,000 and more than \$25,000

Appendix C - Community Grants Policy Feedback and Responses



POLICY TITLE	Community Grants Program
CATEGORY	Financial
POLICY NUMBER	TBD
DEPARTMENT	Corporate Services
POLICY AUTHOR	Financial Services
POLICY TYPE	City Policy
APPROVED BY	Council
EFFECTIVE DATE	09/01/2021
REVIEW DATE	01/01/2027

POLICY STATEMENT

The City of Cambridge recognizes the value community organizations provide in improving the health, lifestyle and community wellbeing of Cambridge residents.

The objective of this Policy is to outline the criteria for the City of Cambridge Community Grants program. Funding through this program will be aligned with the City of Cambridge's Strategic Plan and will provide support to not-for-profit organizations to deliver programs or services that benefit the quality of life of Cambridge residents.

PURPOSE

The purpose of this policy is as follows:

- to improve the wellbeing of Cambridge residents through the direction of City grant funding to eligible organizations that can demonstrate their positive contribution to the achievement of the community wellbeing goals.
- to provide municipal funds or other forms of financial assistance, in limited amounts, to community groups and/or organizations that align with the City's strategic direction.
- to consider each grant on its own merit and to deal with it in a transparent, equitable and objective manner.
- to ensure that a proper system of accountability is developed and maintained by the community groups and /or organizations receiving funding from the City.



DEFINITIONS

Activity includes programs and / or events that have general appeal, a theme of interest, a public profile and public access on a free and / or paid basis. Activities must occur on a reoccurring basis, e.g. annually or seasonally.

Emerging Groups are organizations that are newly formed within the past three years and have been operating for at least one year prior to the close of the grant application period.

Event A one-off single activity, occurrence or celebration, typically taking place over a concentrated period of time, such as a few hours. Examples of events are rallies, demonstrations, single performances or other single artistic activities.

Grant A sum of money given by the City of Cambridge for a particular purpose.

Grant Application refers to the application form required to be completed in order to receive funding through the City of Cambridge Community Grants Program.

Grant Agreement refers to the legal agreement that is signed after an application has been deemed successful under the City of Cambridge Community Grants Program. The Grant Agreement defines the terms and conditions under which the City of Cambridge grant will be made and cannot be altered without prior approval.

Grants Review Committee A Council appointed committee, supported by relevant staff, with the mandate to assess applications to the Community Grants Program and allocate funding within the approved Community Grants budget.

In Good Standing The organization must not be in litigation with the City. The organization must be current on accounts receivable. The organization must have all relevant City taxes paid.

Not-for-profit An organization who:

- Is dedicated to purposes other than pursuing a profit,
- Is an organization without share capital, which means that the organization does not issue ownership shares,
- May not distribute any profits to its members, directors or officers,
- Must use any profit exclusively for its not-for-profit purposes, and,
- Includes both charitable and non-charitable organizations.

Organizations may demonstrate their non-profit status through letters patent or a combination of organizational documents.

Other Levels of Government include:

- Crown Agencies and Corporations (Federal and Provincial)
- Hospitals
- School Boards
- Universities, Colleges of Applied Arts and technology and Post-Secondary institutions
- Community Care Access Centres
- Local Boards
- Boards of Health



Performance Measure A performance measure quantifies the achievement of a desired result. For the purposes of this policy, applicants will be required to provide some performance measures on the application that, if they are successful, will help show what impact the grant funding had and what was achieved for residents. Successful grant recipients will be expected to report the actual performance results after the grant has been spent. Measures should answer (as much as possible) each of the three following questions:

- What was achieved (e.g. the number of participants who attended a program)
- How well was the work done (e.g. the number of participants who successfully completed a program)
- What difference the funding made (e.g. the percentage of program participants who reported that their quality of life improved as a result of the program).

Procedural Error in reference to the Appeals Process, refers to a mistake that may have been made as a result of not following the process for the allocation of grants as outlined in this Policy.

Strategic Plan refers to the current City of Cambridge Strategic Plan.

Volunteer Community Groups is a group of individuals that provide services for no financial or social gain to benefit another person, group or organization.

AUTHORITY

This Policy operates under Council authority.

SCOPE

This policy applies to:

- All applicants to the Community Grants Program
- Staff responsible for the delivery of the Community Grants Program
- Members of the Grants Review Committee
- City of Cambridge Members of Council

POLICY

1. VALUES AND GUIDING PRINCIPLES

The Community Grants Program, its policy and procedures will be guided by the City of Cambridge core values of:

- Integrity – The Community Grants Program will be conducted in a professional manner with good judgement and an emphasis on effective communications, accountability for actions, and a strong moral compass.
- Respect – Evaluation of applications will be conducted in an open and honest manner with mutual respect and fair understanding of the wants, needs and expectations of others.
- Inclusiveness – The Program will commit to welcoming, learning and understanding others and foster an environment of respect and sense of belonging.

- Service – The Grants Review Committee and Council will strive to provide timely, respectful and knowledgeable responses focusing on communicating information in a friendly and accessible manner to all.

2. FORMS OF ASSISTANCE

The City will provide financial assistance to groups through a variety of funding categories as follows:

- Operating Funds: Operating funds assist with the cost of general operations and program delivery for the coming fiscal year. Partial financial assistance towards operations may be provided if it can be demonstrated that municipal financial assistance is required for this purpose. Applicants are encouraged to provide a plan for how they intend to become less reliant on municipal financial assistance in future years to become self-sustaining.
- Start-up Funds: Funds may be provided to emerging groups or to existing groups who are launching new programs or services. Applicants are encouraged to provide a plan for how they intend to become less reliant on municipal financial assistance in future years to become self-sustaining.
- Training and Development Funds: One-time funds may be provided to support skills training, training clinics or certification programs, for coaches and trainers to develop minimum certification requirements, up to a maximum of \$200 per person.
- Special Project Funds: Partial financial assistance may be provided to support a specific event or activity which occurs on a non-recurring basis and is taking place within a defined period (usually during the calendar year in which the grant is awarded). The event or activity must have a clearly defined objective and a distinct budget. Funds are to support new or pilot initiatives outside the normal range of activity.
- Capital Funds: Capital funds will provide partial financial assistance toward the purchase of minor capital items (e.g. equipment purchases) which are external to normal operating functions, and not likely to occur on an annual basis.

Notes:

1. Organizations may request monies for more than one of the above funding options, but must consolidate all requests within one submission. Each request must be prioritized within the submission and each request will be evaluated on its own merit.
2. Training proposals will only be accepted from organizations with a minimum of 80% Cambridge resident participation.



Activities not eligible for funding

The following activities are not eligible for funding:

- Operating or capital deficits
- Programs/services not aligned with the City of Cambridge's Strategic Plan
- Programs/services that are the same as those provided by the City of Cambridge
- Invitational or discretionary travel
- Travel or training associated with team tryouts
- Uniforms for sport teams
- Beautification projects (with the exception of Horticultural Societies)
- Flow-through funding (where the intent is to directly redistribute funds to others, for example, bursaries or scholarships)
- Debt retirement, depreciation or deficit funding
- Retroactive funding (activities or costs incurred before grant approval)
- Duplication of funding received or requested from another funding organization or level of government unless the scope of the project or service is such that multiple funding streams may be necessary and this need is displayed through the application.
- Activities that could be deemed discriminatory as defined by the Ontario Human Rights Code
- Activities whose purpose is to promote religious doctrine or are being led by a person whose mandate includes the promotion of religious doctrine
- Political and/or advocacy activities

3. GENERAL CRITERIA

- All organizations making grant requests from the City of Cambridge must provide detailed information on the appropriate grant forms available on the City of Cambridge website www.cambridge.ca/grants. Complete financial information is required, including audited financial statements where possible and/or requested.
- The organization must have a clearly stated purpose and function in the areas detailed in Section 4 – Categories of Organizations to be Considered of the Community Grants Program policy, and must be responsible for planning and provision of these services.
- Each organization shall hold an annual meeting at which time their accounts and proposed budget will be presented to the membership for approval, and any financial assistance or service from the City of Cambridge would be recognized at that time. Further, organizations receiving funding are asked to notify the Financial Services division of the City as to the time and location of their annual meeting, and submit a copy of the Annual Report for City purposes. If an organization is not able to meet this criteria an explanation shall be provided with the request for funding for further consideration by the Grants Review Committee and/or Council.
- The proposed initiative must meet the definition of the relevant funding category as outlined in Section 2 – Forms of Assistance of this policy.
- Community need for the proposed project must be clearly demonstrated and indicate how the applicant organization is best suited to meet this need.

- The proposed initiative must be available to a broad cross-section of the Cambridge community.
- All projects must conform to all relevant legal standards and requirements and should be physically accessible to all persons.
- In making grants, the City may impose conditions as it deems fit. Specific terms and conditions will be outlined in the Grant Agreement upon award of funding.
- A grant made to an organization in any year is not to be regarded as a commitment by the City to continue the grant in future years.
- The amount of funding allocated to the Community Grants Program will be confirmed each year as part of the annual budget process.
- Only one request per organization is to be considered in a fiscal year. All programs, projects and undertakings should be consolidated in the one request.
- Grant funds must be used as per the approved grant application. Any significant changes to the original grant application must be discussed with and approved by the Financial Services division of the City prior to implementation. If the proposed changes are acceptable the grant funding may be revised to reflect the changes or, if the proposed changes are not acceptable to the City, approval may be revoked and grant funding will not be forwarded to the applicant or the applicant will be required to return any grant funding already provided. Failure to seek approval from the City for any changes from the approved grant application may result in ineligibility for future funding and/or the need to return any grant funding received.
- Grant funds will typically be awarded in one lump sum payment. At the discretion of the Grants Review Committee and/or Council, organizations may be awarded funds by installments, with a reporting requirement prior to the release of the next installment.
- Submission of a grant application does not guarantee an organization will receive full or partial funding.
- It is the applicant's responsibility to be proactive in seeking out grant application information and submission deadlines.
- Successful candidates must use the grant funding within the year it is approved. Exceptions may be considered upon request.
- Grant recipients must acknowledge the support of the City of Cambridge on all printed materials for programs/events that relate to the grant request or as determined by staff.

4. CATEGORIES OF ORGANIZATIONS TO BE CONSIDERED

Community grants are available on an annual basis to non-profit organizations and/or volunteer community groups that provide programs and services to the residents of the City of Cambridge. Organizations seeking grants will be grouped in the following categories so that similar organizations can be compared more easily:

- Social Services
- Recreation and sport
- Arts, culture and events
- Civic & Leisure Interests
- Not-for-profit organizations that further the interests and prosperity of the City of Cambridge



5. ELIGIBILITY CRITERIA

To be eligible for consideration to the Community Grants Program, organizations must meet all of the following criteria. If an organization is not able to meet any of these criteria an explanation shall be provided to the City with the request for funding for further consideration by the Grants Review Committee and/or Council.

- Only volunteer groups and/or non-profit organizations are eligible to be considered.
- The organization shall have a location and/or presence in Cambridge.
- The majority of participants in the program/service must be residents of the City of Cambridge.
- The organization must extend its services to the general public in Cambridge, as described in the Ontario Human Rights Code.
- Applicant organizations must have an active Board of Directors that is independent from senior staff of the organization.
- Applications should only be considered from the Board of Directors or the Executive Committee of an organization and not from a “part group” of the organization.
- The organization must carry valid General Liability Coverage in the amount of \$2 million with the City named as an additional insured
- Organizations are required to keep accurate volunteer and participant records.
- The organization must carry out volunteer screening and other risk management measures to help ensure volunteer and public safety.
- Organizations must be in compliance with all applicable legislation, regulations and bylaws for the Government of Canada, the Province of Ontario, and the City of Cambridge. (e.g. *Accessibility for Ontarians with Disabilities Act (AODA)*, *Ontario Human Rights Code*, *Occupational Health & Safety Act*).
- Completed application forms, providing all of the requested information and all supporting material must be submitted by the organization by the application deadline.
- Organizations must be in good standing with the City and submit all documentation required for any grant funding received in the previous year within the required timelines.

The Community Grants Program will not provide funding to:

- Individuals;
- For-profit organizations;
- Other levels of government;
- Political organizations;
- An organization that acts as a funding body, or makes grants to another organization;
- Universities, colleges, schools and their associated/auxiliary groups or agencies;
- Organizations whose activities could be deemed discriminatory as defined by the Ontario Human Rights Code;
- Organizations that are not in good financial standing with the City of Cambridge;
- Organizations that meet the Regional Grant Criteria or organizations that operate within Cambridge as well as at least one other municipality in Waterloo Region unless an application for grant funding has been submitted to the Region for consideration first.



6. FINANCIAL ELIGIBILITY CRITERIA

The following financial criteria will be taken into consideration when evaluating applications.

- The organization must demonstrate strong financial responsibility and capability in carrying out its service to the community.
- Evidence that the organization needs the funding. Organizations that have budgets or financial statements indicating a surplus will be required to provide explanations of the surplus and how the organization intends to use it. The level of organizational reserves may be considered.
- The City of Cambridge, through its grants process will not contribute to outstanding deficits.
- The organization must indicate a clear financial plan and demonstrate efficient use of City funds.
- The organization must show that it has thoroughly explored all other available sources of funding and shall identify funding from at least one source other than the City of Cambridge.
- In conjunction with a comprehensive review of the proposed initiative, funding will be directed to organizations in greater need of financial support.
- Consideration may be given to the number of people being serviced by the group, and the per capita operating costs where applicable.
- The organization must indicate other City contributions that are made to the organization (eg. In-kind staff support, free or subsidized use of City facilities, programs, discount hours, promotional support, etc.).
- The organization must release annual audited financial statements or where audited financial statements are not available the applicant must provide financial statements that have been verified as correct by two signing officers from the organization.

7. COMMUNITY GRANTS PROGRAM PROCESS

- a) Not later than September 30th of each year, an information package, including the Community Grants Program policy and an application form, will be made available on the City's website (cambridge.ca/grants).
- b) All organizations applying for funding of less than \$25,000 must complete the appropriate application form in full and provide all supporting documentation by the program deadline of the last business day of November. Late and/or incomplete applications may not be considered. It is the sole responsibility of the applicant to ensure the application is complete and all supporting documentation has been provided.
- c) Except where Council has made a multi-year commitment to funding, all organizations applying for funding of \$25,000 or more must complete the appropriate application form in full and provide all supporting documentation by the program deadline of the last business day of November. Late and/or incomplete applications may not be considered. It is the sole responsibility of the applicant to ensure the application is complete and all supporting documentation has been provided.
- d) Applications will be screened by staff in Finance and Recreation and Culture to ensure they are complete and meet the eligibility criteria before being provided to the Grants Review Committee and/or Council.



- e) Interviews will be conducted by the Grants Review Committee with the applicants, where necessary, to obtain pertinent information which will assist with the review process. Also, it is the intention of the Grants Review Committee to interview all groups on a three year cycle. The Grants Review Committee will review each eligible application and evaluate against the application assessment criteria outlined in this policy.
- f) Following these deliberations, the Grants Review Committee will compile a list of recommended grant applications for approval and their respective funding allocations and submit to Council for final approval.
- g) All applicants will receive notification via e-mail or standard mail of whether or not their application was successful.
- h) Following Council approval of the annual budget, the Finance Department will issue grant payments to successful applicants by Electronic Funds Transfer.
- i) Grants awarded will cover the period January to December of the following year.

8. Community Grants Program Application Review and Approval

Grant applications less than \$25,000 will be assessed by the Grants Review Committee in accordance with the program guidelines. Recommendations for funding by the Grants Review Committee will be forwarded to Council for final approval. The Grants Review Committee will be comprised of the following members:

- Mayor for the City of Cambridge
- Chair of each of the Standing Committees of Council (ie. General Committee, Budget and Audit Committee, Planning and Development Committee)
- Chief Financial Officer (non-voting)*
- Director of Recreation & Culture (non-voting)
- Other staff liaisons as required (non-voting)

* In the event of a tie the Chief Financial Officer will cast the deciding vote.

Grant applications of \$25,000 or more will be assessed by Council in accordance with the program guidelines. Where an organization has been granted funding by Council for a multi-year period they are not required to submit an application annually to the Community Grant Program but will be required to submit an Outcomes Reporting form to report on how annual funding was spent and what impact the funding achieved in the community.

9. Evaluation of Applications

- a) Grant applications will be assessed based on the following criteria:
 - Alignment with the City of Cambridge Strategic Plan and Public Value Statement
 - Community Impact
 - Merits of the funding request
 - Organizational profile
 - Organizations finances
 - Benefit to the community
- b) Grant applications will be assessed by staff for review by the Grants Review Committee or Council as appropriate



- c) Grant applications will be evaluated against a matrix to ensure transparency and an equitable process
- d) The evaluation matrix will provide additional points for applications that are for a specific one-time request or item that is crucial to the organization's performance

The evaluation matrix is intended to be an objective tool to assess each of the applications against the criteria outlined in the Community Grants policy. The scores determined by the use of the evaluation matrix are not to be considered the sole determining factor on which grant decisions will be made but is rather a tool to facilitate discussions about each application.

10. Notification of Application Status

- Applicants will be notified of the status of their application in February, unless otherwise noted.
- All grant recipients will receive written notification regarding the amount and specific uses of the funding, any funding conditions and applicable agreement requirements.
- All grant recipients will be required to sign the Letter of Agreement before funds will be released to the organization.
- Funding will be released with documentation of expected evaluation and reporting requirements.
- Grant recipients may be subject to an audit by the City of Cambridge to verify the recipient has complied with the funding conditions and agreement requirements.

11. Grant Appeal Process

- All decisions related to grant applications for the Community Grants Program are open to appeal by the grant applicant.
- Applicants who wish to appeal the decision made by the Grants Review Committee and/or Council must notify the Financial Services division of their intent within 30 days of receiving notice of their status.
- Applicants to the Community Grants Program may appeal a decision based on two criteria:
 - New Information: From the time the grant application was initially submitted, new information that could impact the grant decision became available that, for good reason, was not available at the time of the initial application; or,
 - A Procedural Error was made when assessing the grant application.
- The Financial Services division will review all appeals to determine the criterion that is being challenged and provide a summary to Council for further review.
- Results of the appeal will be provided within 30 days.
- Decisions of all appeals will be final.

12. Accountability & Reporting

Successful applicants who receive funding from the Community Grants Program must report on how the funding was spent and the impact the funding achieved. Reports are required to be submitted to the Finance department by November 30th of the year the grant was awarded. Failure to do so may make the organization ineligible to receive future grants until the status report is completed and submitted.



Grants may not be used for purposes other than those approved by Council. If reports from grant recipients show that a grant was used for a purpose other than that approved by the City, or was not expended in the fiscal year(s) for which it was awarded, the grant may have to be repaid in full or in part.

POLICY COMMUNICATION

This policy will be communicated by means of:

- City of Cambridge website;
- City of Cambridge intranet;
- Providing a copy to all members of the Grants Review Committee;
- Providing a copy to all staff involved in the delivery of the Community Grants Program;
- Including the website location for the policy in all grant program information distributed to the public;
- Providing a copy of the policy to all organizations requesting an application for the grant program. Applicants will be required to indicate on the grant application form that they have reviewed the policy.

RELATED PROCEDURES

There are no related procedures

RELATED DOCUMENTS/LEGISLATION

There are no related documents or legislation

21-217(CRS) Community Grant Program
Appendix B

Grant Recipients less than \$25,000	2021	2020	2019
21 Royal Fusiliers of Canada Cadet Group*	-	4,200	-
Active Cambridge Fitness Inc.*	-	3,400	1,500
Alison Neighbourhood Association (COPS)*	-	-	1,200
Arcady*	1,000	600	500
Argus Residence for Young People	10,600	10,200	10,600
Arts Festival	4,500	4,500	4,500
Big Brothers/Big Sisters of Waterloo Region*	-	-	2,000
Buddy League*	-	-	1,000
Cambridge Area Horticultural Society*	-	-	1,200
Cambridge Capables*	1,200	1,000	-
Cambridge Cardiac Care Centre Healthy Heart Day*	4,000	4,000	4,000
Cambridge Celebrates Canada Day	16,000	16,000	16,000
Cambridge Committee for Physically Disabled Adults*	-	-	1,000
Cambridge Community Players (CCP)*	-	6,300	-
Cambridge Concert Band*	-	1,000	1,500
Cambridge Cultural Association*	-	-	3,500
Cambridge Kiwanis Boys Choir*	5,000	-	-
Cambridge Minor Lacrosse *	5,000	-	-
Cambridge Santa Claus Parade	7,200	7,200	7,200
Cambridge Sculpture Gardens	13,900	13,900	13,900
Cambridge Shelter Corporation	10,400	10,400	10,400
Cambridge Symphony Orchestra +	15,000	-	15,000
Cambridge Tennis Club*	2,500	4,000	1,000
Central Ontario Developmental Riding Program*	-	-	2,000
Child Witness Centre of Waterloo Region*	10,000	5,000	1,500
Community Support Connections*	7,500	7,500	7,500
Fairview Mennonite Home EPC	15,600	15,600	15,606
Fairview Mennonite Home Musical Group*	-	-	300
Family Counselling Centre of Cambridge & North Dumfries	10,600	10,600	10,600
Friends of Mill Creek*	-	-	1,000
Galt Horticulture Society	3,200	3,200	3,200
Galt Kiltie Band*	-	1,000	1,200
Guelph Hiking Trail Club*	2,000	-	-
Hespeler Horticulture Society	1,300	1,300	1,300
Hespeler Santa Claus Parade	3,300	3,300	3,300
Hespeler Tennis Club*	-	1,000	1,000
Hespeler Village Music Festival	2,400	2,400	2,400
Hot Sprints Music Festival*	-	-	3,500
Inter Arts Matrix*	3,000	-	-
Invictus Athletics Club*	-	1,500	1,500
Kind Minds Family Wellness*	4,000	-	-
Kitchener-Waterloo Symphony*	3,000	3,000	4,000
KW Counselling Services - OK2BME Program *	-	3,000	5,000
Penny and Pound Theatre Productions*	-	-	3,500
Portraits of Honour Alumni Hockey Game*	-	-	906
Preston Horticulture Society	1,200	1,200	1,200

Grant Recipients less than \$25,000	2021	2020	2019
Preston Lawn Bowling Club*	-	3,500	-
Preston Scout House Band*	-	3,500	4,000
REEP	21,500	21,200	20,900
Royal Canadian Legion Branch 126 Preston *	10,000	10,000	-
Royal Canadian Legion Cambridge	5,300	5,300	5,300
Scottish Festival	10,900	10,900	10,900
Sexual Assault Support Centre	24,300	20,400	24,300
Sexual Health Options	14,400	14,400	14,400
Shelter Movers*	10,000	-	-
Social Planning Council	-	15,900	-
SPECTRUM - Waterloo Region's Rainbow Community Space*	1,000	500	500
St Lukes Place EPC	21,900	21,848	21,848
Stroke Recovery Association*	-	2,500	3,000
Strong Start*	-	-	1,000
Surf Cambridge*	-	-	2,000
Sustainable Waterloo	6,400	6,400	6,200
Tamil Cultural Association*	-	-	500
The AIDS Committee of Cambridge, Kitchener, Waterloo And Area AC	-	6,000	1,500
Tour de Grand	4,100	4,100	4,100
Vera Causa Opera*	3,000	1,500	2,500
Volunteer Cambridge	12,000	12,000	12,000
Waterloo Regional REACT*	1,000	-	-
Women's Crisis Services of Waterloo Region	9,400	9,364	9,364
World Religions Conference*	-	-	500
YWCA*	-	5,000	-
Total	318,600	320,612	311,324

Grant Recipients greater than \$25,000	2021	2020	2019
Cambridge Symphony Orchestra ⁺	-	30,000	-
Chamber/Visitor Information	195,000	273,300	269,300
Doctor Recruitment Task Force	58,600	58,600	58,600
Fashion History Museum	45,000	45,000	60,000
Mill Race Festival	-	-	31,700
Social Planning Council	-	-	142,000
Waterloo Region Economic Dev. Corp.	320,000	320,000	320,000
Waterloo Region Tourism Marketing Corporation	91,800	91,800	141,800
Total	710,400	818,700	1,023,400

* Denotes a Grants to Groups Recipient

⁺ Cambridge Symphony Orchestra is on the list of grant recipients over \$25,000 in 2020 and under \$25,000 in 2021.

Appendix B

Grant Recipient	2021	2020
Cambridge Symphony Orchestra	-	30,000
Chamber/Visitor Information	195,000	273,300
Doctor Recruitment Task Force	58,600	58,600
Fashion History Museum	45,000	45,000
Waterloo Region Economic Dev. Corp.	320,000	320,000
Waterloo Region Tourism Marketing Corporation	91,800	91,800
Total	710,400	818,700

21-217(CRS) Community Grant Program
Appendix C

Community Grants Policy Feedback and Responses

September 12 Budget & Audit Committee	
Question / Comment	Response
Application document is too long.	<p>Applicants have not provided comments about the length of the application form; however, comments were received that sufficient instructions were not provided to complete the appendices as well as feedback that it would be helpful if the forms automatically calculated financial information.</p> <p>Based on the feedback and to make the process more efficient, the application has been transformed to a digital platform. Applicants are now able to complete an online application form that includes enhanced functionality that will save time and is more efficient as follows:</p> <ul style="list-style-type: none"> • copy/paste functionality to save time typing information that may already exist • ability to upload supporting documentation • radio buttons to answer yes/no questions that removes questions that become not applicable • automatic calculation of financial information <p>If applicants do not have a computer or are not able to complete the online form staff will be available to complete the information on the applicants' behalf or paper copies of the applications will also be available if preferred.</p>
The City receives many requests for funding at varying levels of support. There should be different application streams based on level of funding request.	<p>This was addressed through the creation of two funding streams with a different application process for requests greater than \$100,000 and a more condensed application for requests less than \$100,000. This limit was revised by Council on October 15 to be \$25,000.</p>

Question / Comment	Response
Why are groups required to provide minutes of meetings, list of members and the executive?	These criteria have been removed from the policy.
Consultation with groups should occur to receive feedback.	<p>Consultation with three groups was undertaken to solicit feedback about the proposed Community Grants policy (Shore Centre, Sexual Assault Support Centre of Waterloo Region and the Cambridge and North Dumfries Doctor Recruitment Committee).</p> <p>The groups were generally supportive of the proposed changes and provided feedback that the application process should be efficient and streamlined and not take time away from delivery of their core service. Comments were also received that they are supportive of a year-end reporting document as an opportunity to share annual results with Council.</p>
Certain groups should not be included in scope of the policy such as Neighbourhood Associations, groups that have been previously approved for multi-year funding, heritage grants, Celebrations of Women	These groups have been excluded from the policy and groups that have been previously approved for multi-year funding are not required to complete an application annually.
Organization must be located in Cambridge	This requirement has been removed and instead the policy has been updated to say the organization shall have a location and/or presence in Cambridge.
Exclusion of hospitals, universities and colleges	<p>The policy excludes funding to other levels of government which by definition includes hospitals, universities & colleges.</p> <p>Typically the requests from these organizations can be substantial and therefore would require the greatest oversight from Council. These groups are not prohibited from requesting funding from the City but these requests would go directly to Council, outside of the Community Grants Policy.</p>

Question / Comment	Response
Requirement for 70% of organizations funding to come from revenue sources other than the City	The wording in the policy has been updated to say “The organization must show that it has thoroughly explored all other available sources of funding and shall identify funding from at least one source other than the City of Cambridge”.
Appeals should be heard by Council	The policy has been clarified to explain that any appeals will be referred back to Council for further consideration.
Ineligibility of beautification projects should exclude Horticultural Societies	The policy has been amended to allow horticultural societies to apply for beautification projects.

October 15 Council	
Question / Comment	Response
Neighbourhood Associations should be a line item in the City's annual budget and required to complete annual reporting on outcomes. Staff to consult with the Neighbourhood Associations.	Neighbourhood Associations have been removed from the scope of the Community Grants Policy. Staff have consulted with the Neighbourhood Associations for input on the outcomes reporting requirement. Although these groups are not within the scope of this policy, feedback was provided that the Neighbourhood Associations will provide a summary of how the City's funds were spent during the year and statistics will be reported as requested.
Proposed thresholds for application funding amounts should be reduced from \$100,000 to \$25,000.	This feedback has been implemented in the policy.
Provide a list of groups that would be in the less than \$25,000 category and those that would be over \$25,000.	Please see Appendix C for a summary of grants provided in 2020 and 2021 that were above and below the \$25,000 threshold.
Organizations that provide a service that benefits other municipalities besides Cambridge should be required to apply for funding from the Region and/or the other municipality and not strictly Cambridge.	This wording has been clarified in the policy.

Question / Comment	Response
Organizations should provide documentation to verify that Cambridge residents are receiving benefit of the services provided by the organization.	This wording has been clarified in the application.
Organizations must be located in Cambridge or have a satellite location in Cambridge.	The policy has been revised to say “The organization shall have a location and/or presence in Cambridge”.
Staff to consult with organizations such as Doctors Recruitment and Social Planning Council regarding timelines of application process.	<p>Consultation with three groups was undertaken to solicit feedback about the proposed Community Grants policy (SHORE Centre, Sexual Assault Support Centre of Waterloo Region and the Cambridge and North Dumfries Doctor Recruitment Committee).</p> <p>SHORE mentioned that the timelines may make it more difficult to begin building budgets for the following year; a response to the question about timelines was not received from Sexual Assault Centre; and Doctors Recruitment expressed that they are supportive of funding being released in February.</p>
How do the timelines of the Community Grants process impact groups who are included as a line item in the City's budget?	If a group is approved for funding as a line item in the City's budget, they will receive funding once the budget is approved by Council. Groups that are required to apply will receive funding in February/March once Council has approved funding allocations for the year.

November 5 Council	
Question / Comment	Response
Policy should apply only to Grants to Groups, not all groups that receive funding from the City	<p>Staff considered all groups that receive funding and grants as interpreted from the resolution of the Budget & Audit Committee.</p> <p>THAT staff be directed to provide a report to the 2020 Budget Committee on a detailed breakdown of the expenditures provided to the organizations that receive City funding from operating grants approved in the 2019 Budget process;</p>

Question / Comment	Response
	<p>AND THAT an application and review intake process be developed for groups that receive funding and grants from the 2019 Budget, including follow-up and oversight.</p> <p>Whether a group applies for funding from another organization, or an individual applies for funding from a bank or other lending institution, there is an application process that is required. Including all groups in the policy is good business practice and provides accountability and transparency to the public on how City funds are spent.</p>
Will organizations continue to have core funding in the City's budget?	<p>In order to be transparent and accountable and follow good business practices, all non-profit organizations requesting funding from the City should be required to apply to the Community Grants program annually unless they have been approved for a multi-year funding agreement.</p> <p>Any grants that have been approved with a multi-year commitment will be detailed in the City's annual Budget and Business Plan document. Once the committed term has ended the organization will be required to reapply for funding. This practice allows Council to review requests for funding on a regular basis, ensures funding provided to organizations aligns with the City's strategic priorities and allows organizations an opportunity to communicate how the City's funding is being leveraged to provide opportunities to the community.</p>
Requirement for organizations to carry valid General Liability Coverage in the amount of \$2 million with the City named as an additional insured is not possible for some groups, particularly smaller groups.	All groups that were provided funding in 2020 and 2021 have been able to meet this requirement with no concerns expressed.