

## Report to Strategic Priorities and Policy Committee

**To:** Chair and Members  
Strategic Priorities and Policy Committee

**From:** Cheryl Smith, Deputy City Manager, Neighbourhood and Community-Wide Services

**Subject:** London Community Grants Program Policy Update

**Date:** July 19, 2023

## Recommendation

That, on the recommendation of the Deputy City Manager, Neighbourhood and Community-Wide Services, the following actions **BE TAKEN** with respect to the London Community Grants Policy:

- a) the attached proposed by-law (Appendix A) **BE INTRODUCED** at the Municipal Council Meeting to be held on July 25, 2023, to amend By-law CPOL.-38-234, as amended, being “London Community Grants Policy”, by deleting and replacing Schedule “A”; and,
- b) that this report **BE RECEIVED** for information.

## Executive Summary

This report presents proposed changes to the London Community Grants Program in response to the direction from Council to remove barriers racialized and marginalized groups may face when applying to the London Community Grants Program.

## Linkage to the Corporate Strategic Plan

The London Community Grants Program is aligned with the strategic area of focus Wellbeing and Safety, as presented in the City of London Strategic Plan 2023-2027.

- Outcome: London is an affordable and supportive community for individuals and families.
- Expected Result: Londoners have access to quality, affordable, and timely services.
- Strategy: Support community-led initiatives and partnerships through grants, collaboration and community plans that promote the wellbeing of Londoners.

## Analysis

### 1.0 Background Information

#### 1.1 Previous Reports Related to this Matter

- [London Community Grants Program Innovation and Capital Funding Allocations \(2023\)](#) (June 20, 2023)
- [London Community Grants Program Innovation and Capital Funding Allocations \(2022\)](#) (July 27, 2022)
- [Anonymized Application Review for the London Community Grant Program](#) (February 8, 2022)
- [London Community Grants Program Policy Update](#) (January 26, 2021)
- [London Community Grants Program Allocations](#) (November 25, 2019)
- [London Community Grants Policy Update](#) (April 8, 2019)
- [London Community Grants Program: 2017 Annual Report & 2018 Innovation and Capital Stream Outcomes and Sustainability Plans](#) (March 26, 2018)

## 1.2 Background and Purpose

The London Community Grants Program ([LCGP](#)) impacts the lives of Londoners through annual investments of approximately \$2.8 million for initiatives that align with the City of London's Strategic Plan. The LCGP currently includes a Multi-Year funding stream aligned with Council's multi-year budget cycle and an annual Innovation and Capital funding stream.

At its meeting held on August 25, 2020, Municipal Council resolved that the following actions be taken with respect to the London Community Grants Program, related Council Policy, and funding allocation:

- a) for the Multi-Year Funding Allocation for the period 2024-2027, the Civic Administration BE DIRECTED to provide for a minimum of 25% (\$500,000) of the total funding available to be allocated to applications whose proposals would support anti-Black racism, anti-Indigenous racism, anti-oppression, diversity, inclusion and equity; it being noted that if no applications are received that would support these initiatives, the funding may be allocated to those applications that meet the "London Community Grants Program Policy";
- b) the Civic Administration BE DIRECTED to bring forward any necessary amendments to the "London Community Grants Policy" to implement a) above and to provide for applications that support the initiatives listed in a) above, to be eligible under the annual Innovation and Capital Funding Stream allocations; it being noted that such applications would be subject to the community panel review process as provided for in the Policy; and,
- c) the Civic Administration BE DIRECTED to remove any barriers that racialized and marginalized groups may face applying to the London Community Grants Program. (4.2/15/SPPC)

At its meeting held on February 3, 2021, Municipal Council approved immediate changes to the London Community Grants Policy in response to a) and b) above. Council also approved future policy changes in response to c) above to be implemented prior to next Multi-Year funding cycle (2024-2027).

The purpose of this report is to:

1. Present the barriers identified through community engagement that equity-denied groups face when applying to the LCGP;
2. Present recommended LCGP Policy and administrative procedure changes to remove barriers in response to Council's direction; and
3. Outline next steps.

The proposed by-law with the updated policy is provided in [Appendix A](#), and the current policy is provided in [Appendix B](#).

## 2.0 Discussion and Considerations

### 2.3 Approach

From September 2021 to December 2022 research, consultation and community engagement was completed to develop recommendations to remove barriers for racialized and marginalized groups when applying to the LCGP. The approach included:

- cross-jurisdictional scan of equity and inclusion policies in other grant programs including municipal and not-for profit funders/grantors;
- interviews with community granting sector experts and funders to explore lessons learned and best practices in equity;
- one-on-one conversations with community organizations and grassroots groups that focus on anti-racism, anti-oppression, equity, diversity, and inclusion;
- literature review of funding opportunities for equity denied groups;
- culturally responsive and plain language reviews;
- Equity Review using the City of London Anti-Racism and Anti-Oppression Framework and Equity Tool; and,

- community engagement to identify barriers equity denied groups may face when applying to the London Community Grants Program.

Findings through the methods above confirmed results that were presented to Council in the [London Community Grants Program Policy Update Report](#) (January 26, 2021).

## 2.4 Community Engagement Results

Community Engagement was completed by Senomi Solutions Inc. and Kiinew Kwe consultants between December 2021 and February 2022. As local experts in equity, diversity, and inclusion and Indigenous knowledges, the consultants used their expertise to gather, analyze, and understand the experiences of underrepresented groups with the LCGP.

The scope of the engagement included identifying barriers racialized and marginalized groups may face when applying to the London Community Grants Program, and capacity building needs of new and grassroots groups.

This was accomplished through one-on-one interviews, focus groups and an online survey with a wide-cross section of racialized, marginalized, and grassroots groups (e.g., Black, Indigenous, ethnocultural, people with disabilities, LGBTQ2S+).

When respondents were asked the reason why they had not applied for the London Community Grant program, the following themes emerged:

- **Awareness:** many respondents were unaware of the London Community Grants Program.
- **Capacity:** respondents indicated that they lacked time and resources to complete an application.
- **Application Process:** respondents felt the application was tedious and complicated and that the format did not always allow for the sharing of culturally necessary information.
- **Lack of diversity in programs and organizations being funded:** respondents felt the same types of organizations get funding which led to perceptions of ineligibility and/or sentiments of frustration/discouragement.
- **Cultural Sensitivity:** respondents signaled that grant reviewers need a common understanding of the challenges and barriers faced by underrepresented groups.

When respondents were offered to provide additional comments or recommendations, the following themes emerged:

- **Increase communication:** promote specifically to equity-denied or grassroots groups.
- **Improve assistance:** provide resources and opportunities to assist organizations in completing the application process successfully.
- **Create tiered grant funding opportunities:** base funding on the size of the organization and length of establishment.

These findings led to the development of a number of program enhancements and recommendations aimed at removing barriers to accessing the LCGP.

## 2.5 Recommendations

Based on research and community engagement, the following recommendations are suggested to enhance equity in the London Community Grants Program:

- 1) develop a tiered funding model;
- 2) enhance application process and eligibility
- 3) strengthen outreach and improve awareness of program;
- 4) improve communication, and,
- 5) revise Community Review Panel composition, and training.

The section below includes a summary of proposed changes to support the recommendations outlined above. For each recommendation both the LCGP Policy and Program changes are identified where applicable. All policy changes recommended in this report are reflected in the proposed updated LCGP Policy available in [Appendix A](#). Pending Council’s approval, the updated policy will be effective for the 2024-2027 Multi-Year Funding cycle.

**Recommendation 1: Develop a Tiered Funding Model**

Community engagement respondents perceived that the LCGP funding went to the same anchor organizations year over year. Some also suggested that organizations need to be well established in order to be successful. When asked how to improve the process, a key theme that emerged was to provide specific funding opportunities to organizations that were smaller and less established.

To address this barrier and provide more equitable funding opportunities, the first recommendation is to develop a tiered funding model. The current funding framework includes two streams: the Multi-Year Grant Stream, and the Annual Innovation and Capital Stream (see Figure 1 below). The proposed funding framework would include a new stream for grassroots groups or newly formed not-for-profit organizations, reducing competition with larger more established organizations (see Figure 2 below).

It is recommended that \$100,000 be reallocated from the annual Innovation and Capital stream to a new Grassroots grant. This change would also involve the removal of other barriers by allowing for funding annually for the same project for up to four years and allowing for the City of London to be the sole source of funding for groups applying through to this grant. These changes will support new and less established groups to become stable, grow, and be well-positioned to apply for grants in the future.

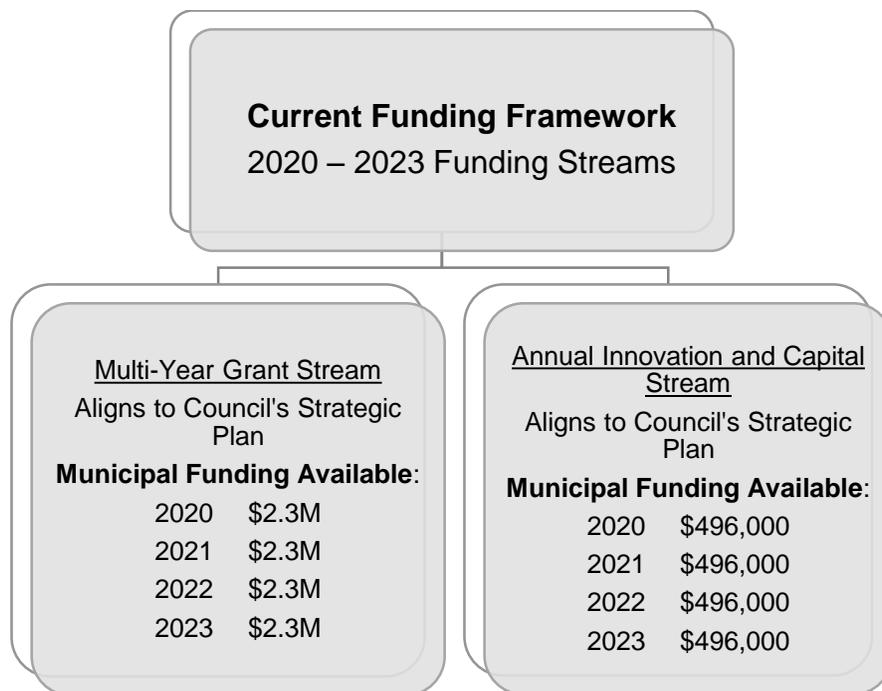


Figure 1: a diagram showing the current LCGP funding framework

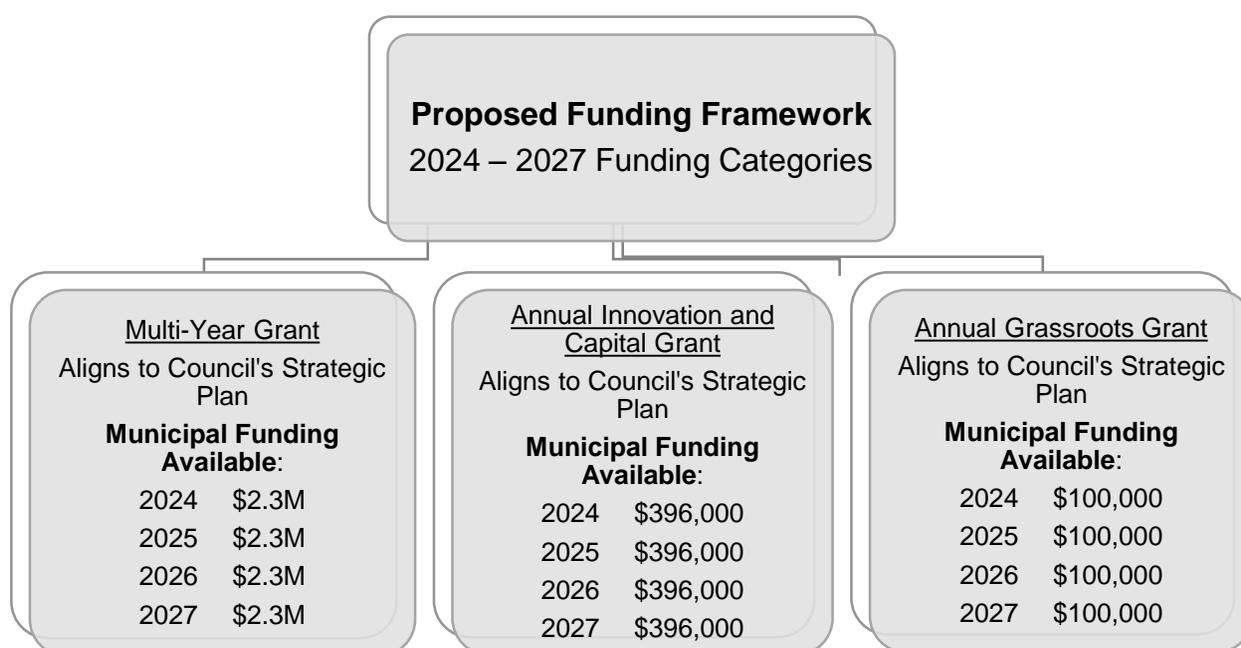


Figure 2: a diagram showing the proposed LCGP Funding Framework

Policy Changes to Support Recommendation 1

- Section 2.7 - Add definition: “Newly-formed not-for-profit organizations” refers to organizations that have been incorporated for no more than three years.
- Section 2.11 - Add definition: “Unincorporated grassroots group” refers to a group of three or more individuals joined by mutual consent for a common, non-profit purpose.
- Section 3.2.c) - Add grassroots grant section under applicability: For unincorporated grassroots groups or newly incorporated not-for-profit organizations that require support for a new initiative. Grants may be allocated towards a new initiative that includes a proven or promising early-stage idea that needs additional support to create the capacity and conditions to be effectively sustained.
- Section 4.2 c) - Add grassroots grant section under specific program requirements:
  - Unincorporated grassroots groups and newly formed not-for-profit organizations are eligible to apply to the Annual Grassroots Fund. (i)
  - Grassroots groups that are unincorporated require partnership with a host organization. (ii)
  - An unincorporated grassroots group may apply for funding annually for the same initiative for up to four years or until the Multi-Year funding Grant re-opens. Exceptions may be approved administratively for projects receiving funding for the first time in the year preceding the opening of a multi-year funding cycle, based on outcomes achieved. (iii)
  - The City of London may be the sole source of funding for the Grassroots Grant. (iv)
  - For purposes of the City of London Community Grant Program, an unincorporated grassroots group is expected to have functioned in London for at least one year. (v)

**Recommendation 2: Improve the Application Process and Remove Eligibility Barriers**

Community engagement respondents found the application process was complicated and tedious. They noted capacity issues including a lack of time and resources to complete the application. Respondents also noted that the application format (written submission) did not allow for the sharing of culturally necessary information. In addition, eligibility barriers were identified. For example, organizations located on First Nations serving Londoners are not currently eligible for LCGP funding if they do not have an office located in London.

To address these challenges the second recommendation is to improve the application process and remove eligibility barriers.

#### Policy Changes to support Recommendation 2

- Section 4.1.c) - Add language that a project must be available to a broad section of the London community unless specifically serving an equity-denied group
- Section 4.1.f) - Update clause to clarify that 25% of total funding will be allocated to initiatives that support anti-racism, anti-oppression, diversity, equity and inclusion initiatives and may be inclusive of all equity-denied groups including but not limited to Black, Indigenous, and Muslim communities.
- Section 4.3.b.i) - Change clause to allow organizations located on surrounding First Nations (Chippewas of Thames First Nation, Oneida Nation of the Thames, and Munsee-Delaware Nation) to be eligible provided that funded projects are delivered within the City of London.

#### Program Changes to Support Recommendation 2

- Amend application to include a video option that would augment written submission.
- Simplify and revise application and evaluation criteria.
- Extend time period to complete application.
- Enhance capacity building for new and grassroots groups (e.g. grant writing workshops, training opportunities, organizational processes etc.).
- Increase promotion of available workshops, training and online resources.

### **Recommendation 3: Strengthen Outreach and Improve Awareness**

Many community engagement respondents (60%) indicated they did not apply to the London Community Grants Program because they were unaware of it. Others confused the program with other local grant programs. To address these challenges, the third recommendation is to strengthen outreach and improve awareness through relationship and community development, and to reduce brand confusion by changing the program name.

#### Policy Changes to Support Recommendation 3

- Change title to City of London Community Grants Policy.

#### Program Changes to Support Recommendation 3

- Host community-led information sessions tailored to specific groups.
- Enhance outreach and relationship building intentionally.
- Improve information sharing with community partners.
- Leverage existing relationships and connections to reach groups currently not participating in the program.

### **Recommendation 4: Improve Communication**

Community engagement respondents perceived that the same organizations received funding year over year. In addition, they found it challenging to find information about eligibility criteria, program goals, priorities, and results. Although this information is available on the City's website, respondents felt that it is not easy to access. To address these barriers the fourth recommendation is to improve communication about the program.

#### Program Changes to Support Recommendation 4

- Develop and execute a year-round communication plan.
- Develop FAQs related to eligibility, assessment, goals and results that is easily accessed on the City's website.
- Share stories from funded organizations in multiple formats.
- Develop a communications strategy to reach groups currently not participating in the program.

## **Recommendation 5 Revise Community Review Panel Composition, and Training**

Community engagement respondents highlighted the importance of grant reviewers having a common understanding of the challenges and barriers faced by underrepresented groups.

To address Community Review Panel composition, this report recommends that composition targets align to the Government of Canada's 50-30 approach. The 50–30 Challenge is an initiative between the Government of Canada, Canadian businesses and diversity organizations. The goal of the program is to challenge Canadian organizations to increase the representation and inclusion of diverse groups within their workplaces, while highlighting the benefits of giving all Canadians a seat at the table. The 50–30 Challenge has two goals:

- 1) Gender parity (50% women and/or non-binary people) on Canadian boards and/or senior management; and,
- 2) Significant representation (30%) on Canadian boards and/or senior management of members of other equity-deserving groups including those who identify as Racialized, Black, and/or or People of colour (“Visible Minorities”), People with disabilities, (including invisible and episodic disabilities), 2SLGBTQ2+ and/or gender and sexually diverse individuals, and Aboriginal and/or Indigenous Peoples, including First Nations, Metis and Inuit, as founding Peoples of Canada and underrepresented in positions of economic influence and leadership.

### Policy Changes to Support Recommendation 5

- Section 2.3 - Add definition of Government of Canada 50-30 Challenge.
- Section 4.5.b).ii) – Update clause to indicate that the community review panel composition will align with the Government of Canada 50-30 Challenge.

### Program Changes to Support Recommendation 5

- Provide City of London Anti-Racism and Anti-Oppression Foundations I and II to all new Community Review Panel Members
- Provide refresher training annually to all Community Review Panel Members

## **Housekeeping Changes**

In addition to the changes outlined above, housekeeping changes are also included in the revised City of London Community Grants Policy in [Appendix A](#). These include minor changes to improve plain language, readability, and cultural responsiveness, as well as updates to align to changes to legislation, and corporate terminology. Examples include the following.

- Section 2.1 - Add definition of equity-denied groups.
- Section 2.8 - Update definition of not-for-profit to align to the Ontario Not-for-Profit Corporations Act, 2010.
- Section 3.2 - Add title Annual Grants.
- Section 3.2.a) - Clarify collaboration is between two or more organizations.
- Section 3.2.b) - Move requirements for Capital projects from applicability section to requirements section.
- Section 4.1.d)- Remove physical barriers language as accessibility barriers extend beyond physical.
- Section 4.3.a).iv) - Add clause to clarify that projects must be delivered within the City of London.
- Section 4.3.a).v) Add clause to clarify that organizations are eligible to apply for both Multi-Year and Annual funding opportunities in the same funding cycle.
- Section 4.5.a).i). Amend role of community members to include expertise or knowledge in subject matter specific to priorities of the City's Strategic Plan.

Administrative procedures for the City of London Community Grants Program will be updated to reflect policy and program changes proposed in this report.

### 3.0 Next Steps

Contingent on Council approval, Civic Administration will implement changes to the LCGP Policy and associated administrative procedures. The updated policy and procedures will be in place for the Multi-Year funding application period for 2024-2027. The application process for this stream of funding is projected to launch in August 2023.

### 4.0 Financial Impact/Considerations

Annual funding to support the LCGP exists in the Neighbourhood, and Community-Wide Services operating budget, which was approved through the 2020-2023 Multi-Year Budget process. For 2023, \$2.3 million in funding will be allocated through the Multi-Year stream and \$496,000 will be allocated through the Innovation and Capital stream.

## Conclusion

The City of London Community Grants Program is an investment in community to further the City of London's Strategic Plan. The recommendations in this report continue to work towards a more inclusive and more impactful City of London Community Grants Program. Civic Administration recognizes that removing program barriers for racialized and marginalized groups requires sustained commitment over time.

Civic Administration wishes to thank the individuals and groups who participated in conversations about the current London Community Grants Program. Their insights have been instrumental in the development of this report.

**Prepared by:** Janice Walter, Manager, Community Grants  
Kristen Pawelec, Director, Community Development and Grants, Neighbourhood and Community-Wide Services

**Recommended by:** Cheryl Smith, Deputy City Manager, Neighbourhood and Community-Wide Services

**Appendix A: Proposed Bylaw**

Bill No.  
2023

By-law No.

A by-law to amend By-law CPOL.-38-234, as amended, being “London Community Grants Policy”, by deleting and replacing Schedule “A”.

WHEREAS section 5(3) of the *Municipal Act, 2001*, S.O. 2001, C.25, as amended, provides that a municipal power shall be exercised by by-law;

AND WHEREAS section 9 of the *Municipal Act, 2001*, S.O. 2001, C.25, as amended, provides a municipality with the capacity, rights, powers and privileges of a natural person for the purpose of exercising its authority;

AND WHEREAS the Municipal Council of The Corporation of the City of London wishes to amend By-law CPOL.-38-234, as amended, being “London Community Grants Policy”, by deleting and replacing Schedule “A”;

NOW THEREFORE the Municipal Council of The Corporation of the City of London enacts as follows:

1. By-law No. CPOL.-38-234, as amended, being “London Community Grants Policy”, as amended, is hereby amended by deleting Schedule “A” to the By-law in its entirety and by replacing it with the attached new Schedule “A”.
2. This by-law comes into force and effect on the day it is passed subject to the provisions of PART VI.1 of the *Municipal Act, 2001*.

PASSED in Open Council on July 25, 2023 subject to the provisions of PART VI.1 of the *Municipal Act, 2001*.

Josh Morgan  
Mayor

Michael Schulthess  
City Clerk

First Reading – July 25, 2023  
Second Reading – July 25, 2023  
Third Reading – July 25, 2023

## Schedule A

### City of London Community Grants Policy

**Policy Name:** City of London Community Grants Policy

**Legislative History:** Enacted June 13, 2017 (By-law No. CPOL.-38-234); Amended June 26, 2018 (By-law No. CPOL.-283-274); Amended April 23, 2019 (By-law No. CPOL.-390-124); Amended February 2, 2021 (By-law No. CPOL.-402-35); Amended August 10, 2021 (By-law No. CPOL.-38(a)-236); Amended July 25, 2023 (By-law No. CPOL.-38(\_\_\_\_\_))

**Last Review Date:** July 25, 2023

**Service Area Lead:** Deputy City Manager, Neighbourhood and Community-Wide Services

#### 1. Policy Statement

The objective of this Policy is to outline the criteria for the City of London Community Grants Program. Funding through this program will be aligned with the City of London's Strategic Plan and will grant funding to community organizations to advance the priorities of the Strategic Plan.

#### 2. Definitions

**2.1 'Equity-denied groups'** (also called equity-deserving groups) are groups of people who have been historically disadvantaged and underrepresented in positions of power and economic influence. These groups face exclusion due to societal and systemic barriers. These groups include, but are not limited to women and girls, racialized persons, those that identify as 2SLGBTQ2+, Indigenous, and people with disabilities.

**2.2 "Funder"** refers to an organization that provides money for a particular purpose. This includes but is not limited to foundations and other government sources (Federal and Provincial).

**2.3 "Government of Canada 50/30 Challenge"** is a federal approach to increasing diversity to ensure gender parity (50% women and/or non-binary people) and significant representation of other equity-deserving groups, including those who identify as Racialized, Black, and/or or People of colour ("Visible Minorities"), People with disabilities, (including invisible and episodic disabilities), 2SLGBTQ2+ and/or gender and sexually diverse individuals, and Aboriginal and/or Indigenous Peoples, including First Nations, Metis and Inuit, as founding Peoples of Canada and underrepresented in positions of economic influence and leadership.

**2.4 "Grant application"** refers to the application associated with each granting category.

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

**2.6 "Host organization"** refers to an incorporated not-for-profit organization that may act as a sponsor to an unincorporated organization in order for the unincorporated organization to be eligible for this grant. The host organization will be issued funding associated with the funding activity and will assume financial and legal responsibility for the funded activity and adhere to associated reporting requirements to be outlined in the grant agreement.

**2.7 "Newly-formed not-for-profit organizations"** refers to organizations that have been incorporated for no more than three years.

**2.8 "Not-for-profit"** refers to an organization that:

- Is dedicated to purposes other than pursuing a profit.
- Is incorporated without share capital.

- May not distribute any profits to its members, directors, or officers (for more information, refer to section 89 of the Ontario Not-for-Profit Corporations Act, 2010).
  - Must use any profit exclusively for its not-for-profit purposes.
  - Includes both charitable and non-charitable organizations.
- 2.9 “Procedural error”** in reference to the appeals process, refers to a mistake that may have been made a result of not following the process for the allocation of grants as outlined in this Policy.
- 2.10 “Strategic Plan”** refers to the current City of London Strategic Plan.
- 2.11 “Unincorporated grassroots group”** refers to a group of three or more individuals joined by mutual consent for a common, non-profit purpose. The group has not registered for incorporation, and is not bound to the legislative rights and responsibilities as set out in the [Ontario Not-for-Profit Corporations Act, 2010](#).

### **3. Applicability: Funding Categories**

Applications for City of London Community Grants will be considered under the following categories:

#### **3.1 Multi-Year Grants**

Multi-Year Grants are up to four (4) year agreements with the City of London for community organizations pursuing initiatives in alignment with the City of London’s Strategic Plan.

#### **3.2 Annual Grants**

##### **a) Innovation**

Innovation grants are provided for initiatives that engage in one or more of the following:

- **New idea** – proven or promising early stage innovations that need additional support to create the capacity and conditions to be effectively sustained;
- **Collaboration** – new collaborations between two or more organizations that engage in dynamic community partnerships and innovative improvements to service delivery and system collaboration;
- **Transformation of service delivery** – creative new approaches to social innovation that engage multiple partners in creative collaboration to improve system delivery OR do things differently.

##### **b) Capital**

Capital grants are provided for projects involving construction or purchase of physical assets, including, but not limited to, land, building and associated renovation costs.

##### **c) Grassroots**

For unincorporated grassroots groups or newly incorporated not-for-profit organizations that require support for a new initiative. Grants may be allocated towards a new initiative that includes a proven or promising early-stage idea that needs additional support to create the capacity and conditions to be effectively sustained.

### **4. The Policy**

#### **4.1 General Program Requirements: The Grant**

- a) The proposed initiative must meet the definition of the relevant funding category as outlined in Section 3 of this policy.
- b) Community need for the proposed project must clearly be demonstrated and indicate how the applicant organization is best suited to meet this need.
- c) The proposed initiative must be available to a broad cross-section of the London community unless specifically serving an equity-denied group.

- d) All projects must conform to all relevant legal standards and requirements and should be accessible to all persons.
- e) The amount of funding allocated to the municipal granting program will be confirmed each year as part of the annual budget process.
- f) A minimum of 25% of the total funding for Multi-Year and all Annual Grants will be allocated to applications whose proposals support anti-racism, anti-oppression, diversity, equity and inclusion initiatives. Proposals may be inclusive of all equity-denied groups including but not limited to: Black, Indigenous and Muslim communities. If no applications are received that would support these initiatives, the funding may be allocated to those applications that meet the City of London Community Grants Program Policy.

## 4.2 Specific Program Requirements

### a) Innovation

- i) Considering the one-year term of funding for Innovation Grants, applications must demonstrate a clear plan for how the proposed program will be funded after the term of the grant.

### b) Capital

- i) Applications to the Capital category will be considered for the following purposes:
  - Purchase of Land and Buildings: Grants are made in this category only when the purchase is required for the immediate capital project.
  - Construction Costs: Grants in this category will be for costs associated with new facilities or renovation costs associated with increasing the program/service space available to create more programming opportunities.
- ii) The applicant must present information that demonstrates their long-term intent to remain in the building. If funding has been received to make capital improvements to the property, the organization may be required to repay a portion of the grant back to the City in the event the property is vacated. The exact terms will be laid out in the Grant Agreement signed upon notification of the awarded grant.
- iii) All Capital projects must be either tendered or open to competitive bidding by two or more parties.
- iv) Rehabilitation and replacement of existing facilities will be preferred as opposed to projects involving the construction of new facilities.
- v) Capital funding will not be granted for appliances or equipment. Funding will only be provided for construction costs for work that will be affixed to the building.
- vi) Preference will be given to organizations that demonstrate a willingness to cooperate with the community and other organizations to share the space.
- vii) Unincorporated organizations will not be eligible to apply for Capital funding.
- viii) Applicant must demonstrate they have applied to relevant Federal and Provincial government funding streams that align with the capital project deliverables.

### c) Grassroots

- i) Unincorporated grassroots groups and newly formed not-for-profit organizations are eligible to apply to the Grassroots Grant.

- ii) Grassroots groups that are unincorporated require partnership with a host organization.
- iii) An unincorporated grassroots group may apply for funding annually for the same initiative for up to four years or until the Multi-Year funding re-opens. Exceptions may be approved administratively for projects receiving funding for the first time in the year preceding the opening of a multi-year funding cycle, based on outcomes achieved.
- iv) The City of London may be the sole source of funding for the Grassroots Fund.
- v) For purposes of the City of London Community Grants Program, an unincorporated grassroots group is expected to have functioned in London for at least one year.

### 4.3 Eligibility

#### a) General Eligibility

- i) A City of London grant should not be considered as the sole source of funding for the organization with the exception of organizations applying through the Grassroots Fund. City of London grants are intended to be supplementary to other sources of funding. Organizations will be expected to leverage opportunities for funding from other funders and to provide information about other sources of funding, both received and applied to, to the City of London.
- ii) 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.
- iii) 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.
- iv) Project must be delivered within the City of London.
- v) Organizations are eligible to apply for both Multi-Year and Annual funding opportunities in the same funding cycle.

#### b) Applicant and/or Host Organization Eligibility

- i) Organizations must be located in London (this means the organization must have an office located in London, but not necessarily the head office, and that grant supported projects must take place in London) and may be asked to provide proof of address for verification with the exception of organizations located on surrounding First Nations (Chippewas of Thames First Nation, Oneida Nation of the Thames, and Munsee-Delaware Nation) provided that funded projects are delivered within the City of London.
- ii) Only registered not-for-profit organizations, with some exclusions (noted in 4.3(c) below) will be considered for a grant through the City of London Community Grants Program.
- iii) Organizations in receipt of City of London funding (including, but not limited to Purchase of Service Agreements) will not be eligible to receive additional City of London funding for the same project.
- iv) Agencies, Boards, and Commissions of the City of London are not eligible for grants through this program.
- v) Organizations seeking development and capital funding to support the creation of new community based supportive housing initiatives are not eligible.

- vi) Applicant organizations must have an active Board of Directors that is independent from senior staff of the organization.
- c) Eligibility Exclusions for Unincorporated Organizations
  - i) An unincorporated grassroots group or organization may submit an application under the Annual Innovation Grant but must officially become incorporated before any funding can be allocated to the organization.
  - ii) An unincorporated grassroots group or organization must apply to the City of London Community Grants Program (Grassroots, Multi-Year or Innovation Categories) in partnership with a Host Organization. Under these criteria, City funding will be allocated to the Host Organization in support of the funded activity, with the host organization held accountable for the terms and conditions outlined in the Grant Agreement.
  - iii) There are no eligibility exclusions for an organization's not-for-profit status under the Capital category of this program.

#### **4.4 Financial Eligibility**

- a) The organization must demonstrate strong financial responsibility and capability in carrying out the funded project.
- b) The City of London, through its grants process will not contribute to outstanding deficits.
- c) The financial state of the organization will be reviewed through the grant application process. The City of London will not fund organizations that have a structural deficit.
- d) The organization must indicate a clear financial plan and demonstrate efficient use of City funds in the project.
- e) The organization must show that it has thoroughly explored all other available sources of funding. The organization must identify the full cost of the project along with all sources and amounts of confirmed and pending revenue.
- f) The organization must demonstrate fund-raising capabilities and illustrate a future plan for the project.
- g) In conjunction with a comprehensive review of the proposed initiative, funding will be directed to organizations in greater need of financial support.
- h) The organization must indicate other City of London funding or contributions that are made to the organization (purchase of service, tax exemptions, etc.).

#### **4.5 Community Review Panel**

- a) Grant applications will be assessed by the community review panel in accordance with the program's respective guidelines.
  - i) A community review panel of up to 11 individuals will be convened to make decisions regarding the allocation of City of London Community Grants. The community review panel will be comprised of the following members:
    - Community members who are experts or knowledgeable in subject matter specific to priorities of the City of London's Strategic Plan (6-7)
    - Funder (1)
    - Outcomes measurement expert (1)
    - Financial expert (1)
    - City Staff (1-2).

- b) Selection
  - i) Civic Administration will seek qualified London residents to be part of the community review panel based on the composition of the Panel defined above.
  - ii) The community review panel composition will align with the Government of Canada 50/30 Challenge <https://ised-isde.canada.ca/site/ised/en/50-30-challenge-your-diversity-advantage>.
- c) Decision Making
  - i) Decisions about all funding allocations will be determined by the Community Review Panel in accordance with the relevant program guidelines with the exception of capital funding requests in excess of the approved budget for the Capital Category. Capital funding requests in excess of the available budget will be reviewed by the Community Review Panel and, if recommended, be referred to the budget process noting that a detailed business case must be submitted as part of the budget request.
  - ii) All applications, regardless of the granting category, will be assessed for both alignment with, and ability to advance the City's Strategic Plan.

#### **4.6 Grant Appeal Process**

- a) All decisions related to grant applications for the City of London Community Grants Program are open to appeal by the grant applicant.
- b) Applicants to the London Community Grants Program may appeal a decision based on two criteria:
  - i) 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,
  - ii) A Procedural Error was made when assessing the grant application.
- c) The Director of Community Development and Grants or designate will review all appeals in accordance with the Appeals Guideline to determine which appeals meet the criteria for further review.
- d) Legitimate appeals will be referred to the Deputy City Manager, Neighbourhood and Community-Wide Services.
- e) The Deputy City Manager, Neighbourhood and Community-Wide Services may refer the funding appeal to any member of the Senior Leadership Team, depending on the relevant area of the City's Strategic Plan under which the proposed initiative has been aligned.
- f) Decisions of all appeals will be final.

## Appendix B: Current London Community Grants Policy



**London**  
CANADA

### London Community Grants Policy

**Policy Name:** London Community Grants Policy

**Legislative History:** Enacted June 13, 2017 (By-law No. CPOL.-38-234); Amended June 26, 2018 (By-law No. CPOL.-283-274); Amended April 23, 2019 (By-law No. CPOL.-390-124); Amended February 2, 2021 (By-law No. CPOL.-402-35); Amended August 10, 2021 (By-law No. CPOL.-38(a)-236)

**Last Review Date:** August 10, 2021

**Service Area Lead:** Deputy City Manager, Neighbourhood and Community-Wide Services

#### 1. Policy Statement

The objective of this Policy is to outline the criteria for the London Community Grants Program. Funding through this program will be aligned with the City of London's Strategic Plan and will grant funding to community organizations to advance the priorities of the Strategic Plan.

#### 2. Definitions

- 2.1 **"Not-for-Profit"** refers to an organization incorporated without share capital under Part III of the *Corporations Act* or under the *Not-for-Profit Corporations Act*.
- 2.2 **"Grant Application"** refers to the application associated with each granting category.
- 2.3 **"Grant Agreement"** refers to the legal agreement that is signed after an application has been deemed successful under the City of London ("the City") Community Grants Program. The Grant Agreement defines the terms and conditions under which the City of London grant will be made and cannot be altered without prior approval.
- 2.4 **"Strategic Plan"** refers to the current City of London Strategic Plan.
- 2.5 **"Host Organization"** refers to an incorporated not-for-profit organization that may act as a sponsor to an unincorporated organization in order for the unincorporated organization to be eligible for this grant. The Host Organization will be issued funding associated with the funding activity and will assume financial and legal responsibility for the funded activity and adhere to associated reporting requirements to be outlined in the Grant Agreement.
- 2.6 **"Funder"** refers to an organization that provides money for a particular purpose. This includes foundations, other government sources (Federal and Provincial), etc.
- 2.7 **"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.

#### 3. Applicability: Funding Categories

Applications for London Community Grants will be considered under the following categories:

### 3.1 Multi-Year Grants

Multi-Year Grants are up to four (4) year agreements with the City of London for community organizations pursuing initiatives in alignment with the City of London's Strategic Plan or through Council-directed emerging priorities.

### 3.2 Innovation and Capital Grants

- a) Innovation grants are provided to new, emerging organizations and/or initiatives that engage in one or more of the following:
  - **New idea** – proven or promising early stage innovations that need additional support to create the capacity and conditions to be effectively sustained;
  - **Collaboration** – new, emerging organizations, initiatives or collaborations that engage in dynamic community partnerships and innovative improvements to service delivery and system collaboration;
  - **Transformation of service delivery** – creative new approaches to social innovation that engage multiple stakeholders in creative collaboration to improve system delivery and/or coordination OR provide an opportunity for a sector to do things differently.
- b) Capital grants are provided for projects involving construction or purchase of physical assets, including, but not limited to, land, building and associated renovation costs. Applications to the Capital category will be considered for the following purposes:
  - **Purchase of Land and Buildings:** Grants are made in this category only when the purchase is required for the immediate capital project.
  - **Construction Costs:** Grants in this category will be for costs associated with new facilities or renovation costs associated with the provision of additional program/service space.

## 4. The Policy

### 4.1 General Program Requirements: The Grant

- a) The proposed initiative must meet the definition of the relevant funding category as outlined in Section 3 of this policy.
- b) Community need for the proposed project must clearly be demonstrated and indicate how the applicant organization is best suited to meet this need.
- c) The proposed initiative must be available to a broad cross-section of the London community.
- d) All projects must conform to all relevant legal standards and requirements and should be physically accessible to all persons.
- e) A minimum of 25% of the total funding for the Multi-Year and Innovation and Capital Funding Streams will be allocated to applications whose proposals would support anti-Black racism, anti-Indigenous racism, anti-oppression, diversity, inclusion and equity, it being noted that if no applications are received that would support these initiatives, the funding may be allocated to those applications that meet the London Community Grants Program Policy.

### 4.2 Specific Program Requirements

- a) Innovation
  - i) Considering the one-year term of funding for Innovation Grants, applications under this category will be strongly assessed for ongoing program sustainability. The Applicant must demonstrate a clear plan for how the proposed program will be funded after the term of the grant.

- b) **Capital**
  - i) The applicant must present information that demonstrates their long-term intent to remain in the building. If funding has been received to make capital improvements to the property, the organization may be required to repay a portion of the grant back to the City in the event the property is vacated. The exact terms will be laid out in the Grant Agreement signed upon notification of the awarded grant.
  - ii) All Capital projects must be either tendered or open to competitive bidding by two or more parties.
  - iii) Rehabilitation and replacement of existing facilities will be preferred as opposed to projects involving the construction of new facilities.
  - iv) Capital funding will not be granted for appliances or equipment. Funding will only be provided for construction costs for work that will be affixed to the building.
  - v) Preference will be given to organizations that demonstrate a willingness to cooperate with the community and other organizations to share the space.
  - vi) Unincorporated organizations will not be eligible to apply for Capital funding.
  - vii) Applicant must demonstrate they have applied to relevant Federal and Provincial government funding streams that align with the capital project deliverables.

#### **4.3 Eligibility**

- a) **General Eligibility**
  - i) A City of London grant should not be considered as the sole source of funding for the organization. City of London grants are intended to be supplementary to other sources of funding. Organizations will be expected to leverage opportunities for funding from other funders and to provide information about other sources of funding, both received and applied to, to the City of London.
  - ii) 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.
  - iii) 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.
  - iv) The amount of funding allocated to the municipal granting program will be confirmed each year as part of the annual budget process.
- b) **Organization Eligibility**
  - i) Organizations must be located in London (this means the organization must have an office located in London, but not necessarily the head office, and that grant supported projects must take place in London) and may be asked to provide proof of address for verification.
  - ii) Only registered not-for-profit organizations, with some exclusions (noted in 4.3(c) below) will be considered for a grant through the London Community Grants Program.

- iii) Organizations in receipt of City of London funding (including, but not limited to Purchase of Service Agreements) will not be eligible to receive additional City of London funding for the same project.
  - iv) Agencies, Boards, and Commissions of the City of London are not eligible for grants through this program.
  - v) Organizations seeking development and capital funding to support the creation of new community based supportive housing initiatives are not eligible.
  - vi) Applicant organizations must have an active Board of Directors that is independent from senior staff of the organization.
- c) Eligibility Exclusions for Unincorporated Organizations
- i) An unincorporated organization may submit an application under the Innovation category of the Innovation and Capital stream, but must officially become incorporated before any funding can be allocated to the organization.
  - ii) An unincorporated organization may apply to the London Community Grants Program (Multi-Year or Innovation Category) in partnership with a Host Organization. Under these criteria, City funding will be allocated to the Host Organization in support of the funded activity, with the host organization held to accountable for the terms and conditions outlined in the Grant Agreement.
  - iii) There are no eligibility exclusions for an organization's not-for-profit status under the Capital category of this program.

#### **4.4 Financial Eligibility**

- a) The organization must demonstrate strong financial responsibility and capability in carrying out its service to this community.
- b) The City of London, through its grants process will not contribute to outstanding deficits.
- c) The financial state of the organization will be reviewed through the grant application process. The City of London will not fund organizations that have a structural deficit.
- d) The organization must indicate a clear financial plan and demonstrate efficient use of City funds in the project.
- e) The organization must show that it has thoroughly explored all other available sources of funding. The organization must identify the full cost of the project along with all sources and amounts of confirmed and pending revenue.
- f) The organization must demonstrate fund-raising capabilities and illustrate a future plan for the project.
- g) In conjunction with a comprehensive review of the proposed initiative, funding will be directed to organizations in greater need of financial support.
- g) The organization must indicate other City contributions that are made to the organization (purchase of service, tax exemptions, etc.).

#### **4.5 Community Review Panel**

- a) Grant applications will be assessed by the community review panel in accordance with the program's respective guidelines.
  - i) A community review panel of up to 11 individuals will be convened to make decisions regarding the allocation of London Community

Grants. The community review panel will be comprised of the following members:

- Community member (2-3)
- Expert in subject matter (specific to priorities of the Strategic Plan or Council-directed emerging priorities) (3-4)
- Funder (1)
- Outcomes measurement expert (1)
- Financial expert (1)
- City Staff (1-2).

b) Selection

- i) Civic Administration will seek qualified London residents to be part of the community review panel based on the composition of the Panel defined above.
- ii) Priority will be given to community members from diverse backgrounds, and staff will aim to have a cross representation of the community on the panel.

c) Decision Making

- i) Decisions about all funding allocations will be determined by the Community Review Panel in accordance with the relevant program guidelines with the exception of capital funding requests in excess of the approved budget for the Innovation and Capital Stream. Capital funding requests in excess of the available budget will be reviewed by the Community Review Panel and, if recommended, be referred to the budget process noting that a detailed business case must be submitted as part of the budget request.
- ii) All applications, regardless of the granting category, will be assessed for both alignment with, and ability to advance the City's Strategic Plan and/or Council-directed emerging priorities.

#### **4.6 Grant Appeal Process**

- a) All decisions related to grant applications for the London Community Grants Program are open to appeal by the grant applicant.
- b) Applicants to the London Community Grants Program may appeal a decision based on two criteria:
  - i) 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,
  - ii) A Procedural Error was made when assessing the grant application.
- c) The Director of Community Development and Grants or designate will review all appeals in accordance with the Appeals Guideline to determine which appeals meet the criteria for further review.
- d) Legitimate appeals will be referred to the Deputy City Manager, Neighbourhood and Community-Wide Services.
- e) The Deputy City Manager, Neighbourhood and Community-Wide Services may refer the funding appeal to any member of the Senior Leadership Team, depending on the relevant area of the City's Strategic Plan or Council-directed emerging priorities under which the proposed initiative has been aligned.
- f) Decisions of all appeals will be final.