

TO:	CHAIR AND MEMBERS STRATEGIC PRIORITIES AND POLICY COMMITTEE MEETING ON OCTOBER 26, 2015
FROM:	LYNNE LIVINGSTONE MANAGING DIRECTOR, NEIGHBOURHOOD, CHILDREN & FIRE SERVICES
SUBJECT:	MODERNIZING THE MUNICIPAL GRANTING PROCESS FOR NON-PROFIT ORGANIZATIONS

RECOMMENDATION

That, on the recommendation of the Managing Director of Neighbourhood, Children and Fire Services, the following **ACTIONS BE TAKEN** with respect to the municipal granting process for non-profit organizations:

- a) The proposed City of London Community Grants Program model and process for modernizing the municipal granting process **BE ENDORSED**;
- b) Civic Administration **BE DIRECTED** to implement the revised model and process for municipal granting for 2017 onwards;
- c) Civic Administration **BE DIRECTED** to re-allocate funding to support the modernized City of London Community Grants Program from the base budget of the current municipal granting program within Neighbourhood, Children & Fire Services; and,
- d) Funding for the Community Grants Program continue to **BE ALLOCATED** from the tax levy.

It being noted that:

- Any increases to Community Grants between 2016 and 2019 will be consistent with the administrative targets established for the development of the 2016-19 multiyear budget;
- Ontario Lottery and Gaming (OLG) revenues may be allocated towards a portion of these incremental increases to the Innovation and Capital Community Grants Program funding stream from 2017 through 2019;
- 2016 is a transition year where organizations currently receiving core funding in 2015, will receive the same amount of funding in 2016. There will be no process for new or increased funding requests as part of the 2016 budget process. All new or increased requests will be referred to the 2017- 2019 City of London Community Grants program; and,
- The amount of funding allocated to the modernized City of London Community Grants Program will be confirmed each year as part of the annual budget update process.

PREVIOUS REPORTS PERTINENT TO THIS MATTER

- City of London Municipal Granting (June 15, 2011)
- Strategic Funding Framework: City Council Directed Funding to Non-Profit Organizations (April 30, 2012, June 10, 2013)
- Strategic Funding Framework: Revised Grant Agreement (February 3, 2014)

BACKGROUND

As part of the 2015 budget process, Council requested that Civic Administration review the current municipal granting process, policy and funding source, with a view to propose a new granting model that coincides with the multiyear budget timeframe. Further, Council identified a specific strategy in the 2015-2019 Strategic Plan to update the City's granting policy and process for non-profit organizations.

The purpose of this report is to provide City Council with a modernized municipal granting model that is reflective of input from City Council from the 2015 budget process, as well as input from community stakeholders. Specifically, this report:

- Provides Council with background information on municipal granting;
- Outlines the proposed "modernized" four year municipal granting process and model;
- Provides a recommendation on source of funding; and,
- Sets out next steps required in order to implement the model for 2016 to 2019.

Background: Municipal Granting at the City of London

For several decades, the City of London has been providing a wide range of organizations with capital and/or operational funding to assist in the delivery of services that are considered by the community to be essential to a healthy and vibrant city. Organizations receiving capital and/or operational (core) funding are typically longstanding, credible organizations that provide London's residents with a multitude of services, activities and opportunities at both the neighbourhood and city-wide level.

In 2015, the City of London through Neighbourhood, Children and Fire Services allocated just over \$2.4M to 41 organizations. These grants range in size from \$1,000 to \$446,000 and organizations report regularly (annually/bi-annually/quarterly) on financial and program outcomes. Civic Administration has been working with these organizations over the years supporting training opportunities for staff and board members on a range of topics including outcome development, evaluation, board development, and financial stewardship.

In 2011, City Council endorsed the Strategic Funding Framework (SFF) for Council directed funding to non-profit organizations. The SFF aimed to provide a more effective and streamlined process introducing "one point of contact" for organizations to apply for new and/or increased funding. The intent of the SFF was to ensure only organizations that have a demonstrated ability to deliver on the proposed outcomes identified in their business plan and contributed to the strategic direction of the City were referred to Council through the budget process. The objective was to provide Council with accurate information to allow them to make informed funding decisions and to maintain a high level of fiscal responsibility for funding allocated by the City of London.

Overall, SFF did streamline requests and limit to some extent the grant requests that happened outside the annual budget process. However, grant requests continued to occur outside the City's budget process and not all organizations followed the SFF process and timelines instead going straight to Committee or to the budget process. Modernization presents an opportunity to address some of these issues through the development of a new municipal granting process for the City of London.

Strategic Plan for the City of London

Modernizing the municipal granting process is linked to the City's Strategic Plan in the strategic area of focus: *Leading in Public Service* (open, accountable and responsive government). This report is in direct response to the strategy: "Update the City's granting policy and process to non-profit organizations."

The intent of the modernized granting process is to ensure:

- Funding outcomes help to advance the goals set out in the City's Strategic Plan;
- There is strong fiscal responsibility and understanding of where funds are being allocated; and,
- There is a transparent model for funding that is fair to all applicants.

The City of London's Modernized Granting Process: Community Grants Program

Civic Administration consulted with community stakeholders (see [Appendix A](#)), undertook a review of models in other municipalities (see [Appendix B](#)), as well as a review of other granting organizations to understand potential best practices in the assessment and development of a proposed municipal granting model. Further, the model is based on the following working assumptions and guiding principles:

Working Assumptions

Based on input from City Council during the 2015 budget process and the strategic planning process, Civic Administration identified five key assumptions that guided the development of the new model:

1. Build upon and modernize the current process (Strategic Funding Framework);
2. Align with the City's multiyear budget process: full application process every "4" years
3. Alignment with the Strategic Plan for the City of London in accordance with Council's direction for the next four years;
4. Review Council's role, Civic Administration's role and the community's role in decision making; and,
5. Explore alternative funding sources (currently tax base).

Guiding Principles for a Modernized Granting Model

In consultation with stakeholders on June 23, 2015, the principles identified below were endorsed and guided the development of the proposed model and process for municipal granting:

- Alignment with Strategic Plan - Outcome based granting
- Commitment to multiyear funding
- Increased accountability and commitment
- Simple, clear, fair and transparent processes
- Support innovation and collaboration
- Strong/responsible financial management and stewardship

The Proposed Model

Based on these assumptions and principles, the proposed model has divided granting into streams of funding. There will be four granting streams. The first three streams are multi-year (organizations apply every 4 years) and the fourth stream is annual.

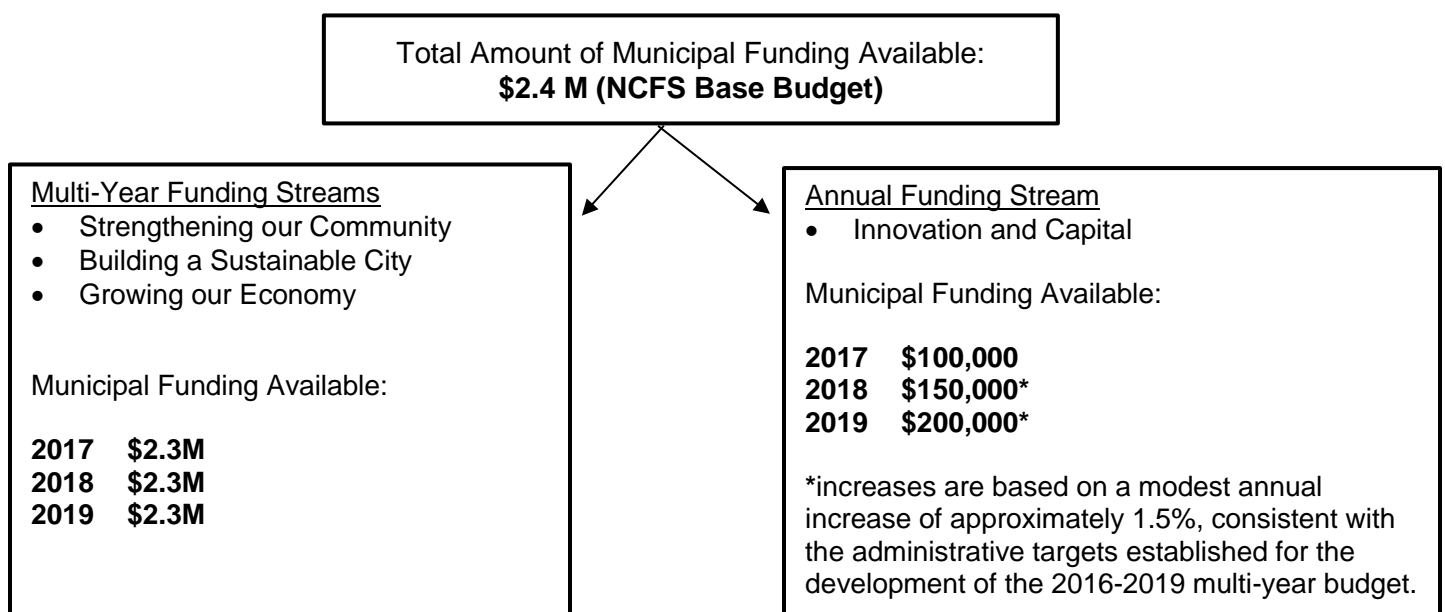
The three multiyear granting streams will provide funding to programs and initiatives that advance the strategic areas of focus for the Council Strategic Plan 2015-2019 (Strengthening our Community, Building a Sustainable City, Growing our Economy). Organizations may receive funding under the multiyear granting streams that can demonstrate:

- Organization’s ability to achieve outcomes that will support the Strategic Plan through one of the three Strategic Areas of Focus (Strengthening our Community, Building a Sustainable City, Growing our Economy);
- Credibility of organizations to provide London residents with services, activities, and opportunities at the neighbourhood and city-wide level;
- Capacity of the organization requesting the funds, and,
- Ability of the organization to leverage additional investment in the community.

The Innovation and Capital stream will be granted annually and will be divided into two parts:

1. Innovation: Innovation grants will be provided to new, emerging organizations and/or initiatives that engage in dynamic community partnerships and innovative improvements to service delivery and system collaboration. Organizations may receive funding under the innovation stream that can demonstrate:
 - Proven or promising early stage innovations that need additional support to create the capacity and conditions to be effectively sustained
 - Creative new approaches to social innovation that engage multiple stakeholders in creative collaboration to improve system delivery and/or coordination
2. The Capital requests will follow the guidelines currently in place under the existing Community Capital Grants program and will be outlined within the application process. These principles include, but are not limited to:
 - Priority to projects that have a direct relationship to the City’s Strategic Areas of Focus;
 - Projects must conform to all relevant legal standards and requirements and should be physically accessible to all persons;
 - Projects must be either tendered or open to competitive bidding by two or more parties;
 - Rehabilitation and replacement of existing facilities will be preferred over projects involving the construction of new facilities; and,
 - The organization must show that it has thoroughly explored all other available sources of funding.

Funding in the amount of \$2.4M currently exists in the Neighbourhood, Children & Fire Services (NCFS) base budget to support municipal granting to non-profit organizations. This funding will be re-allocated to support the modernized Community Grants Program in 2017 onwards. See the table below for details:



The amount of funding allocated to the municipal granting program will be confirmed each year as part of the annual budget process. Should any adjustments be required (increases or decreases) to the funding allocated to the modernized program, a business case would be prepared which would require Council approval.

Comparison of Current and Proposed Approaches to Municipal Granting

To facilitate the understanding between the City’s current approach to municipal granting (Strategic Funding Framework) and our proposed modernized model, the following chart outlines the main process pieces (building blocks) that were reviewed and the key elements of the proposed new model for municipal granting (Appendix C lays out the proposed process visually).

Areas Reviewed	CURRENT Strategic Funding Framework (annual)	PROPOSED City of London Community Grants Program (four year cycle):
<ul style="list-style-type: none"> Scope of the Program 	<ul style="list-style-type: none"> Council directed core funding grants (one time and ongoing operational) Council directed capital funding grants Community Arts Investment Program Category One (CAIP 1) 	<ul style="list-style-type: none"> Multiyear (up to 4 years) operational community grants to non-profit organizations Annual Innovation and Capital community grants to non-profit organizations <p><u>Note:</u> CAIP 1 is not included in the proposed municipal granting program (see City of London Community Arts Investment Program (CAIP) Policy and Funding Agreement SPPC Report Oct, 26, 2015)</p>
<ul style="list-style-type: none"> Determining Funding Priorities Funding Streams to align grants with priorities Capital Grants (currently no funding identified) Annual funding for new ideas centered on collaboration and innovation 	<ol style="list-style-type: none"> Council sets and confirms community priorities during the budget process. 	<ol style="list-style-type: none"> Council sets Strategic Plan for the City of London every 4 years. Through the approval of the Strategic Plan, Council sets the multiyear funding streams for community grants. The 3 funding Streams aligned with the Plan’s Strategic Areas of Focus are: <ol style="list-style-type: none"> Strengthening our Community Building a Sustainable City Growing our Economy Additionally there is an annual stream for Innovation and Capital that must align with one of the 3 Strategic Areas of Focus.
<ul style="list-style-type: none"> Application Process 	<ol style="list-style-type: none"> Not-for-profit organizations receiving ongoing funding, submit yearly service plan and budget. Not-for-profit organizations seeking new or additional funding complete a business case proposal annually. Civic Administration oversees the application process for new requests and provides an initial review to ensure: funding alignment with priorities; capacity of the organization; availability of City of London funds. “Submissions” meeting the above criteria are then referred to the annual budget process (Civic Administration drafts a report outlining all requests and provides supporting documentation). 	<p>All organizations (regardless if currently funded or not) go through the standard application process outlined below: The application process includes:</p> <ol style="list-style-type: none"> Mandatory community information session for all interested organizations is held to begin the application process. A formal application process is open to the public. The application deadline date is 2 to 3 months from the date the application process opens. Organizations may request an “application review” meeting with Civic Administration prior to the application deadline date. A Community Review Panel (see <u>Appendix D</u>) evaluates each application and is the decision making body. Funded organizations enter into a 4 year grant agreement with the City of London.
<ul style="list-style-type: none"> Decision Making and Approval Process Appeal Process Role of City Council Role of Civic Administration 	<p>Council endorses decision points as part of the annual budget process. This includes confirming the ongoing funding to organizations through approval of the base budget and in addition considering new requests for funding.</p> <p>By approval of the annual budget, a by-law is in place to support funding.</p> <p>There is currently no appeal process in place.</p>	<p><u>Decision Making</u> Council approves the amount of funding to be allocated for municipal grants through the multiyear budget process.</p> <p>A community review panel reviews, evaluates and makes decisions regarding the allocation of the municipal grants.</p> <p><u>Approval process for multi-year funding streams</u> In year one, a community review panel reviews each application and approves funding to organizations for a four year period based on set criteria.</p> <p><u>Approval process for the annual funding stream</u> Annually, a community review panel reviews each application and approves funding to organizations/collaborations based on set criteria.</p>

		<u>Appeal Process</u> A process will be developed to address organizations who are not satisfied with the decision made by the community review panel. Applicants may only appeal a procedural error or present new information that, for good reason, could not be submitted at the time of application. The appeal will be reviewed by a member of the City of London's Senior Management Team.
<ul style="list-style-type: none"> Allocation of Grants 	Civic Administration allocates funding based on approved business plans and budgets after a Funding Agreement is entered into.	Civic Administration allocates funding based on approved applications and budgets after a Grant Agreement has been entered into.
<ul style="list-style-type: none"> Reporting and Accountability 	Through the formal Funding Agreement, financial and outcome reporting expectations are clearly outlined. "Core" funded agencies provide service plans and reports that are reviewed and approved internally.	Through the formal grant agreement, financial and outcome reporting expectations are clearly outlined and adhered to. Civic Administration will report annually to City Council highlighting the municipal granting outcomes, community impact and alignment to the Strategic Plan for the City of London

Source of Funding

Funding in the amount of \$2.4M currently exists in the Neighbourhood, Children & Fire Services base budget to support municipal granting to non-profit organizations.

Through our community meetings this past summer, stakeholders expressed some concerns regarding organizations who would not apply for funding if the source of funding was from Ontario Lottery and Gaming (OLG) revenues. It would be viewed as a barrier to accessing multiyear funding for some organizations. However, stakeholders suggested that a portion of the funding for Community Grants could come from OLG revenues to support one time grants coming out of the Innovation and Capital stream.

Therefore, Civic Administration recommends that the funding for the Community Grants Program continues to be allocated from the tax levy, consistent with the practices utilized by other municipalities. Approving the level of funding through the multiyear budget also helps to provide an element of stability in the amount of funding to be provided to this program. Any increases to Community Grants between 2016 and 2019 will be consistent with the administrative targets established for the development of the 2016-19 multiyear budget.

Further, Civic Administration recommends that OLG revenues may be allocated towards a portion of these incremental increases to the Innovation and Capital Community Grants Program funding stream from 2017 through 2019.

Should any further adjustments be required to the funding allocated to the modernized program, a business case would be prepared which would require Council approval.

Implementation and Next Steps

1. Civic Administration recommends that **2016** be the first year of implementation for the modernized municipal granting model and process. This means that:
 - all organizations currently receiving core funding through the Strategic Funding Framework in 2015, will receive the same amount of annual funding in 2016
 - there will be no process for new or increased funding requests in 2016
2. In early 2016, Civic Administration will launch the new City of London Community Grants Program and **ALL** organizations who are interested in receiving municipal funding (operational and/or core funding) in 2017 must apply through this new process. The first round of multi-year funding will only be for **three** years (2017 – 2019) in order to align with the 2016-19 multi-year budget. The full **four** year funding process will begin in 2020.
3. Civic Administration will finalize all tools, templates and resources, as well as a communication strategy to inform the community of the new Community Grants program, in order to begin the application process for 2017-2019 in January 2016. This will include the investigation of an on-line application and reporting tool.
4. By early 2016, a revised standard form for Grant Agreement for the Community Grants Program, an updated City of London Community Grants Policy, and the evaluation criteria to be used to evaluate Community Grants application will be brought to Council for endorsement.
5. In 2016/2017, Civic Administration will undertake a review of Council directed funding to other community granting programs (such as Community Arts Investment Program Category Two, Community Heritage Investment Program, SPARKS!, Neighbourhood Matching Fund, TreeME

Matching Fund, etc.) and explore innovative funding mechanisms for the funding of various small community events.

FINANCIAL IMPACT

Funding in the amount of \$2.4M currently exists in the Neighbourhood, Children & Fire Services base budget to support municipal granting to non-profit organizations. This funding will be re-allocated to support the modernized City of London Community Grants Program in 2017 and beyond.

Future increases in base funding will be consistent with the administrative targets established for the development of the 2016-19 multiyear budget. The amount of funding allocated to the municipal granting program will be confirmed each year as part of the annual budget process. Should any adjustments be required to the funding allocated to the modernized program, a business case would be prepared which would require Council approval.

SUMMARY

Through the modernized City of London Community Grants Program, the City’s model for municipal granting:

- Moves to multi-year funding for non-profit organizations;
- Aligns with the Strategic Plan for the City of London so that grants will be based on organizations demonstration outcomes which are directly linked to the Strategic Areas of Focus set out in the Plan;
- Increases accountability and commitment;
- Is simple, clear, fair and transparent;
- Supports innovation and collaboration; and,
- Has strong/responsible financial management and stewardship of City funds.

As a City, we continue to focus on investments that enhance local capacity, support accessible, responsive programming, increase quality of life for all, and continue to make London *a leader in commerce, culture and innovation – our regions connection to the World.*

PREPARED BY:	RECOMMENDED BY:
CHERYL SMITH MANAGER, COMMUNITY DEVELOPMENT & FUNDING	LYNNE LIVINGSTONE, MANAGING DIRECTOR, NEIGHBOURHOOD, CHILDREN & FIRE SERVICES

- C. Martin Hayward, Managing Director, Corporate Services, City Treasurer, Chief Financial Officer
 Kate Graham, Director, Community and Economic Innovation
 Robin Armistead, Manager, Culture and Municipal Policy
 Kyle Murray, Financial Business Administrator

APPENDIX A

Stakeholder Feedback from Community Meeting #1

On June 23, 2105, Civic Administration invited organizations who are currently funded by the City of London and organizations who have applied for City funding in the past to attend a meeting to provide input on the modernization of our municipal granting model and process. This information assisted in the development of the proposed model.

Question	Feedback
<p>Are we missing any guiding principles?</p>	<ul style="list-style-type: none"> • Application process should be online • Clearly defined criteria for outcomes • Agreement with importance of multiyear funding initiatives • Accountability should be important and deadlines should be required to be met • Flexibility should be built into the process in case of unforeseen circumstances • Rubrics should be provided to organizations in advance of the granting process and returned when funding decisions have been made in order to increase transparency and understanding • Staff and community involvement in decision making – focus on decision makers who have expertise in service area and programming <ul style="list-style-type: none"> ○ Should we look beyond city staff to have outside consultant/community members to make decisions?
<p>Alignment with the strategic plan:</p> <ul style="list-style-type: none"> • What does this mean? • How is it different from the current process? 	<ul style="list-style-type: none"> • Most groups liked the idea of being able to identify specific funding streams which will apply or be measured • One group highlighted concern that if the strategic plan changes, it could be challenging to organizations to shift their programming in order to align with a new strategic plan • Importance of clarity in regards to outcomes: current strategic plan identifies goals but not outcomes – lots of work needs to be done with staff/community to create measurable outcomes that move the strategic plan forward to identify the success of the funding awarded
<p>Simple, clean, fair and transparent</p>	<ul style="list-style-type: none"> • Applications should be electronically based • Combined staff and community based stakeholders for decision making process • Pre-meeting with city staff and community stakeholders • Four years of funding should not align with the council year • Community survey to determine what is important to Londoners • Importance of cross representation of people, balanced with those who have an understanding of the sector in terms of community involvement
<p>Commitment to multiyear funding</p>	<ul style="list-style-type: none"> • Support for reducing bureaucracy and having a strong understanding about where funding is going • Organizations will be able to engage in stronger outcome reporting when applications do not need to be completed annually • Concern that multiyear funding cannot adjust to emergent needs – need to build room for this • Groups also inquired about newer organizations that apply in the middle of the four year funding period
<p>Opportunities for Innovation:</p> <ul style="list-style-type: none"> • What do you think about an innovation funding stream or community capital grant stream? 	<ul style="list-style-type: none"> • Time is important to demonstrate the success of innovation • What are the parameters of capital funding? • Capital funding needs to be continuously available • Innovation funding (2-3 years) / Capital funding (1 year)
<p>Source of Funding</p> <ul style="list-style-type: none"> • Currently allocated from the tax base • Are there any concerns about changing this? 	<ul style="list-style-type: none"> • Concern for tax-based funding and moving to new funding streams that there will not be adequate funding available • With potential for OLG funding, groups did not want to prevent faith-based organizations from access city funding • Concern about low tax increases and the impact of this on funding available • Some sentiment that investing in community grants is a social responsibility and should come from tax base – community ownership of programs • Potential hybrid model so as not to impact funding when taxes are not increased

Stakeholder Feedback from Community Meeting #2

On August 27, 2105, Civic Administration invited organizations who are currently funded by the City of London and organizations who have applied for City funding in the past to attend a meeting to provide input on the proposed municipal granting model, process, and timelines. This information assisted in finalizing the model to be proposed to City Council on October 26, 2015.

1. Proposed Granting Streams and Allocation

Overall, organizations were supportive of the proposed model presented at the second community meeting:

- Appreciative of the new proposed model because it will allow organizations who want to grow to be successful and encourage organizations to work toward that growth
- Suggested it was important to review the granting program every four years to make sure it is still working
- Organizations acknowledge that it might be challenging to adjust to multiyear funding and then not receive support from the city until the next application round
- Organizations looking for substantiated outcomes for innovation – producible, measurable outcomes

Concerns

- Concerned about lack of increase in funding, especially over four years
- noting that it is problematic that if one organization gets an increase to their funding, another organization will have to be cut if the budget is pre-determined
- concern that Innovation & Capital may become primarily focused on capital

2. What is Innovation?

- technology based could be a great example
- systems change or collaborations that need resources to move forward e.g. facilitation, resources
- new emergent needs that arise

3. Proposed Process

Application

- Support for the online element of the application
- Organizations seemed very agreeable to the application process itself
- Importance of pre-meeting with staff and setting aside some time slots to book meetings with city staff to go over applications
- Application process should be flexible and have support from city staff

Decision Making

- importance of training for members of the committee
- important to have overall grant funding history between the city and the organization applying
- Non-profit experience valuable for the panel
- Group was in consensus about the value of an anonymous committee
- Looking for community members who are involved in the community in a philanthropic way – understanding of volunteerism
- Important for city staff to sit on the committee
- Need people who are aware of the sector but who have no ties – this will be hard to find
- Looking for clear explanation of decisions made
- Consideration of adding reviewers to panel from outside of London

Appeal

- Generally in agreement with the appeals process
- Appeals heard and reviewed by different people in the city not involved in the original decision

Allocation

- no direct feedback

4. Reporting and Accountability

- outcomes and indicators are vague and could be more clear and provide examples
- keep templates streamlined

5. Source of Funding

- Social obligation through tax base – community ownership of community programs
- More clear responsibility for residents through the tax base that social services are important
- many organizations who have objected to OLG funding receive OTF funding (funded by OLG)
- only one organization at the meeting identified that OLG would be an issue for them

APPENDIX B

Municipal Scan

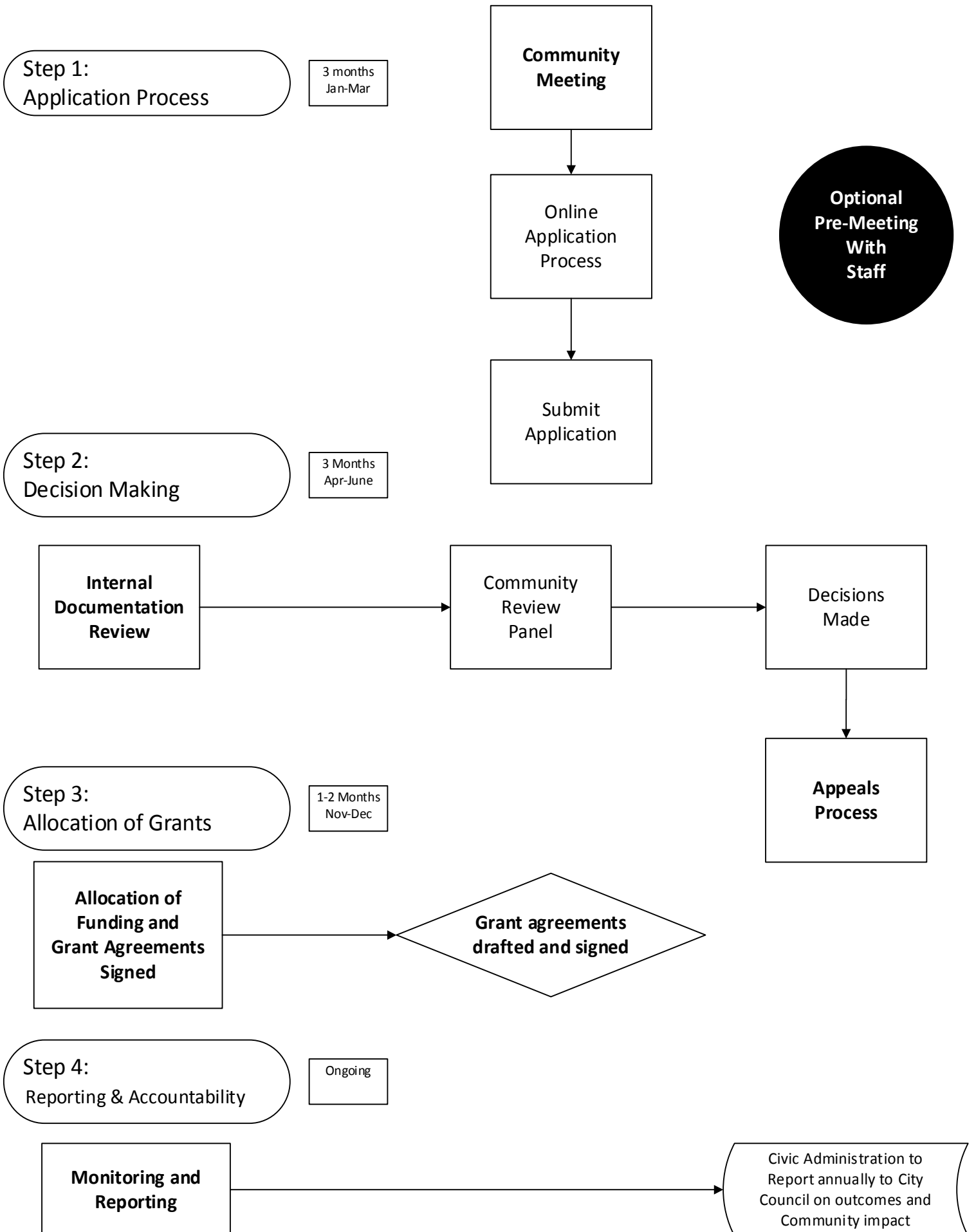
Five similar sized municipalities in Ontario were interviewed by phone to gain an understanding of other models employed by other municipalities and the strengths and weaknesses of these models. The highlights from these conversations include:

- All cities have a formal application process tied to the annual budget process
- Four cities have multiyear funding, three have a three year maximum funding allocation (sunset date)
- All five cities have Council set the overall allocations for grants
 - four use a combination of staff and community assessors to make recommendations and send to Council for final decisions
 - 1 has staff make final decisions
- All cities have more than one funding stream (range is from two to five)
- All cities source grant funding from the tax base

Questions:	Hamilton	Mississauga	Ottawa	Waterloo	York
Source of funding	100% tax base	100% tax base	100% tax base	100% tax base	100% tax base
Formal application process	Yes	Yes	Yes	Yes	Yes
Process tied to budget timing	Yes	Yes	Yes	Yes	Yes
Decision Makers	City staff and peer assessors send report to Council for final decision	Peer Assessment Committee sets eligibility criteria and city staff make final decision	Council sets eligibility criteria and city staff make final decision	Committee of volunteers from community present a report to Council for final decisions	Scoring process used and Steering Committee sends report to Council for decision
Application Streams	5 streams	4 streams	3 streams	2 streams	3 streams
Multi-year funding available	Yes	No – under review	Yes	Yes	Yes
Challenges	Unsure – brand new process for 2015	Incorrect information from applicants and difficult to find Peer Assessment members	Difficult to report on overall impact of funding and lack of funding for non-renewable stream	Per capita funding stream not working	
Strengths	Excited about the transparency of the new model and the new firm deadline	Peer assessment process once you have the members confirmed	Allowing staff to make final decisions on funding	Multi-year funding process is strong	Transparency, accountability, fair and level playing field

APPENDIX C

Community Grants Proposed Process



APPENDIX D

Community Review Panel

A community review panel of up to 11 individuals will be convened to make decisions regarding the allocation of municipal grants. The community review panel will be comprised of community members and city staff as outlined below:

- Community member (2-3)
- Expert in subject matter (specific to each funding stream) (2-3)
- Funder (1)
- Outcomes measurement expert (1)
- Financial expert (1)
- City Staff (2-3)

Members of the community review panel will assess applications and make decisions based on the strategic areas of focus for the City of London Strategic Plan and the criteria laid out in an evaluation criteria document (to be developed and brought to Council for endorsement in early 2016).



Role of Staff

- Staff will provide relevant contextual and historical information to support informed decision making
- City of London staff will sit on the community review and will participate in the decision making process

Selection of Committee

- Civic Administration will seek qualified London residents to be part of the community review panel based on the make-up of the panel outlined above (relevant experience) and the requirements outlined under Confidentiality and Conflict of Interest below
- 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

Confidentiality and Conflict of Interest

- Any community member directly or indirectly connected to organizations submitting an application to receive funding from the City of London will not be a member of the community review panel
- Community review panel members will be required to sign a confidentiality and conflict of interest agreement prior to participation in a meeting and/or allocation of funding decisions
- Members of the community review panel will remain anonymous until all funding decisions have been made. At this time, the committee membership will be released to the public.
- Members of the panel will be strictly required to adhere to the confidentiality and conflict of interest policies in order to uphold the values of integrity and fairness throughout the granting process. Adherence includes, but is not limited to the following:
 - Maintaining the confidentiality of information received, including the applicant's information, financials, etc.
 - Disclosing any potential or perceived conflict of interest at the time of their application to the committee, as well as throughout the duration of the funding deliberations
 - Keeping their involvement with the committee confidential until the funding decisions have been publicly released