

TO:	CHAIR AND MEMBERS STRATEGIC PRIORITIES AND POLICY COMMITTEE MEETING ON APRIL 8, 2019
FROM:	LYNNE LIVINGSTONE MANAGING DIRECTOR NEIGHBOURHOOD, CHILDREN AND FIRE SERVICES
SUBJECT:	LONDON COMMUNITY GRANTS POLICY UPDATE

RECOMMENDATION

That, on the recommendation of the Managing Director, Neighbourhood, Children and Fire 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 April 9, 2019, to repeal and replace By-law No. CPOL.-283-274, entitled London Community Grants Policy, it being noted that Council Policies must be reviewed annually in accordance with the Policy for the Establishment and Maintenance of Council Policies; and,
- b) that this report **BE RECEIVED** for information.

PREVIOUS REPORTS PERTINENT TO THIS MATTER
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- London Community Grants Program Innovation and Capital Funding Allocations (2019), (Sept. 17, 2018)
- Council Policy Manual Modernization, (May 28, 2018)
- London Community Grants Program: 2017 Annual Report and 2018 Innovation and Capital Stream Outcomes and Sustainability Plans, (March 26, 2018)
- London Community Grants Program Innovation and Capital Funding Allocations (2018) (Sept. 18, 2017)
- London Community Grants Program Outcomes And Sustainability Plans For All Funded Organizations (March 1, 2017)
- London Community Grants Program Innovation and Capital Funding Allocations (2017) (Sept. 26, 2016)
- London Community Grants Program Multi-Year Funding Allocations (2017-2019) (July 25, 2016)
- City of London Community Grants Program: Proposed Evaluation Criteria and Revised Community Grants Policy and Grant Agreement (December 7, 2015)
- Modernizing the Municipal Granting Process for Non-Profit Organizations (October 26, 2015)

BACKGROUND

On October 27, 2015, Municipal Council endorsed a new model for the City of London's community granting process. The London Community Granting Program (LCGP) provides funding for programs and initiatives that advance the strategic areas of focus for the City of London's Strategic Plan.

The London Community Grants *Policy* provides high level direction to guide the actions of the City in executing the London Community Grants Program. As part of the annual review process of Council Policies, the purpose of this report is to outline proposed changes to be made to the London Community Grants Policy based on key learnings from the past four years.

LCGP Policy Update

The London Community Grants Policy has been updated to improve the policy's ease of use and to reflect key learnings over the past four years of implementing the program. The policy updates include: making sure information is clear and easy to access; streamlining information by separating operational details into an accompanying Administrative Procedure; and, addressing key issues identified throughout the past four years of implementing the program.

The recommended updates to the London Community Grants Policy can be found in Schedule A. For reference, Appendix B includes the original policy as amended at Council on June 26, 2018.

Outlined below are the recommended changes:

Housekeeping and Reorganization

General housekeeping amendments were made to improve readability and clarity. Amendments include:

- minor wording changes;
- removing redundant information;
- combining and reordering sections;
- removing some historical background;
- adding definitions for “Funder” and “Host Organization”; and,
- simplifying the reference to Council’s Strategic Plan.

Administrative Procedures

Recommended updates also include the removal of administrative procedures that are used by City of London employees to carry out day-to-day business as per *The Policy for the Establishment and Maintenance of Council Polices*. This information was removed only, not re-written with the exception of minor wording changes. The following provides an overview of the administrative and operational procedures that have been moved from the London Community Grants *Policy* to the London Community Grants *Administrative Procedure*:

- specific information about the application procedure;
- specific information related to the community review panel process;
- operational details about the appeals procedure; and,
- operational details regarding the progress report process.

Please note that pending Council approval of the updated London Community Grants Policy, the London Community Grants Administrative Procedure will be posted on the City of London website at <https://www.london.ca/city-hall/funding-grants/community-funding/Pages/London-Community-Grants-Program.aspx> for public access.

Policy Updates

The recommended Policy Updates outlined below provide further clarity around specific program requirements, eligibility, and the appeals process. An explanation and rationale for each policy update organized by policy section and clause is listed below.

Section 5: Specific Program Requirements

5.1.1 (Innovation): add requirement for organizations to demonstrate a clear plan for program sustainability.

- Rationale: This amendment will allow for a more thorough assessment of one-year term funding applications. It will require applicants to provide a clear plan for how the proposed program will be funded after the term of the grant.

5.2.1 (Capital): add requirement whereby an applicant who leases space must present information that demonstrates their long-term intent to remain in the building.

- Rationale: This amendment will make sure municipal funding is used to support capital improvement projects that will provide long-term community use.

5.2.4. (Capital): add clarification that capital funding will not be granted for appliances or equipment.

- Rationale: this amendment will provide further clarity on items eligible/not eligible for capital funding.

Section 6: Eligibility

6.2.1: amend clause that organizations must be located in London to include that they may be asked to provide proof of address for verifications.

- Rationale: The London Community Grants Program is intended to benefit the residents of London.

6.2.3: strengthen the requirement whereby organizations already in receipt of City of London funding for a project will not be eligible to receive additional funding through the LCGP for the **same** project.

- Rationale: this amendment makes sure that organizations do not receive duplicate or augmented funding for the **same** projects.

6.2.4: add clarification that agencies, boards, and commissions of the City of London are not eligible for grants through this program.

- Rationale: funding requests for agencies, boards, and commissions are considered through the municipal budget process.

6.2.5: add clause whereby organizations seeking development and capital funding to support the creation of new community based supportive housing initiatives are not eligible.

- Rationale: development and capital investments for community based supportive housing are considered through the municipal budget process and through the Housing Development Corporation.

6.2.7: add clarification that unincorporated organizations applying for Multi-Year or Innovation funding may apply to the LCGP in partnership with a Host Organization.

- Rationale: this will allow for a Host Organization to act as a sponsor to an unincorporated organization in order for the unincorporated organization to be eligible for the grant. The Host Organization must assume accountability for the funding activities and adhere to all applicable reporting requirements.

6.3.3: add requirement whereby the City will not fund organizations that have a structural deficit.

- Rationale: organizations funded through the LCGP must be financially sustainable.

Section 7: Community Review Panel

7.3.1 (Capital): add a note to address requests greater than the Innovation and Capital Grant Stream annual budget amount.

- Rationale: This addition will provide a process to review capital grant requests greater than the available budget for this stream. This will allow projects to be reviewed by a community review panel using the London Community Grants Program process and criteria (as outlined in the attached policy). Projects recommended by the community review panel will be referred to the budget process noting that a detailed business case must be submitted as part of the budget request.

Section 8: Grant Appeal Process

8.5: add clarification that the Managing Director of Neighbourhood, Children and Fire Services may refer appeals to other relevant Managing Directors based on the content of the application.

- Rationale: this amendment will streamline the process, and allow for expert opinion on appeals.

NEXT STEPS

Civic Administration will target opening the application process for the 2020 – 2023 Multi-Year granting stream as well as the annual application process for Innovation and Capital granting streams on April 30, 2019, pending Council's approval of the City of London's new 2019-2023 Strategic Plan.

Civic Administration will implement a communications strategy to inform the public of funding opportunities and provide support to applicants. The communications strategy will include but will be not limited to:

- Community Information Sessions;
- City of London website and social media campaigns;
- local newspaper ads; and,
- email correspondence with local networks.

Civic Administration will continue to monitor outcome results, and will provide annual reports to Council in the first quarter of each year, which will include the cumulative results for both the Multi-Year and Innovation and Capital streams.

FINANCIAL IMPACT

Annual funding to support the London Community Grants Program exists in the Neighbourhood, Children and Fire Services operating budget, which was approved through the 2016-19 Multi-Year Budget process. For 2019, \$2.3 million of funding has been allocated through the Multi-Year stream and \$496,000 is available through the Innovation and Capital stream. Funding for the continuation of the LCGP will be included in the 2020-2023 Multi-Year Budget submission.

CONCLUSION

The London Community Grants Program facilitates community investment and planning, providing not-for-profit organizations with opportunities to build social and cultural infrastructure, and strengthen neighbourhoods as key strategic determinants for the health and well-being of local communities. The updated Community Grants Policy is based on key learnings identified over the past four years of implementing the new community granting model

PREPARED BY:	PREPARED BY:
JANICE WALTER MANAGER, NEIGHBOURHOOD COMMUNITY FUNDING	KRISTEN PAWELEC, MANAGER, NEIGHBOURHOOD AND COMMUNITY INITIATIVES
SUBMITTED BY:	RECOMMENDED BY:
CHERYL SMITH MANAGER, NEIGHBOURHOOD, STRATEGIC INITIATIVES AND FUNDING	LYNNE LIVINGSTONE, MANAGING DIRECTOR NEIGHBOURHOOD, CHILDREN AND FIRE SERVICES

- C. Aynsley Anderson, Solicitor II
Kyle Murray, Director Financial Planning and Business Support
Douglas Drummond, Financial Business Administrator
Jason Wills, Manager III, Risk Management

Appendix A

Bill No.
2019

By-law No.

A by-law to repeal Council Policy related By-Law No. CPOL.-283-274 being "London Community Grants Policy" and replace it with a new Council policy entitled "London Community Grants Policy".

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 Council of The Corporation of the City of London wishes to repeal By-law No. CPOL.-283-274 being "London Community Grants Policy" and replace it with a new Council policy entitled "London Community Grants Policy";

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

1. By-law No. CPOL.-283-274 being "London Community Grants Policy" is hereby repealed.
2. The Policy entitled "London Community Grants Policy" attached as Schedule "A" is hereby adopted.
3. This by-law shall come into force and effect on the date it is passed.

PASSED in Open Council on April 9, 2019.

Ed Holder
Mayor

Catharine Saunders
City Clerk

First Reading – April 9, 2019
Second Reading – April 9, 2019
Third Reading – April 9, 2019

Schedule A: Proposed New 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)

Last Review Date:

Service Area Lead: Manager, Neighbourhood, Strategic Initiatives and Funding
Neighbourhood, Children and Fire 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"** an organization that provides money for a particular purpose.
- 2.7. **"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.

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.

3.2. Innovation and Capital

- Innovation grants are provided to new, emerging organizations and/or initiatives that engage in dynamic community partnerships, innovative improvements to service delivery and system collaboration, and/or generate new ideas. Applications to the Innovation category must be able to demonstrate:
 - Proven or promising early stage innovations that need additional support to create the capacity and conditions to be effectively sustained; and/or,

- Creative new approaches to social innovation that engage multiple stakeholders in creative collaboration to improve system delivery, coordination, and/or generate new ideas.
- **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. General Program Requirements

4.1. The Grant:

- 4.1.1. The proposed initiative must meet the definition of the relevant funding category as outlined in Section 3 of this policy.
- 4.1.2. Community need for the proposed project must clearly be demonstrated and indicate how the applicant organization is best suited to meet this need.
- 4.1.3. A grant application may not be awarded funding if it is determined the proposed project is superfluous to the requirements of the community.
- 4.1.4. The proposed initiative must be available to a broad cross-section of the London community.
- 4.1.5. All projects must conform to all relevant legal standards and requirements and should be physically accessible to all persons.

5. Specific Program Requirements

5.1. Innovation

- 5.1.1. 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.

5.2. Capital

- 5.2.1. 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.
- 5.2.2. All Capital projects must be either tendered or open to competitive bidding by two or more parties.
- 5.2.3. Rehabilitation and replacement of existing facilities will be preferred as opposed to projects involving the construction of new facilities.
- 5.2.4. 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.
- 5.2.5. Preference will be given to organizations that demonstrate a willingness to cooperate with the community and other organizations to share the space.
- 5.2.6. Unincorporated organizations will not be eligible to apply for Capital funding.

6. Eligibility

6.1. General Eligibility

- 6.1.1. 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.

- 6.1.2. 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.
- 6.1.3. 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.
- 6.1.4. The amount of funding allocated to the municipal granting program will be confirmed each year as part of the annual budget process.

6.2. Organization Eligibility

- 6.2.1. 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.
- 6.2.2. Only registered not-for-profit organizations, with some exclusions (noted in 6.2.7) will be considered for a grant through the London Community Grants Program.
- 6.2.3. Organizations in receipt of City of London funding (including, but not limited to Purchase of Service Agreements) will not be eligible to receive additional funding for the same project.
- 6.2.4. Agencies, Boards, and Commissions of the City of London are not eligible for grants through this program.
- 6.2.5. Organizations seeking development and capital funding to support the creation of new community based supportive housing initiatives are not eligible. Organizations seeking development and capital costs to support new housing initiatives should contact the Housing Development Corporation, London (HDC) for more information.
- 6.2.6. Applicant organizations must have an active Board of Directors that is independent from senior staff of the organization.
- 6.2.7. Eligibility Exclusions for Unincorporated Organizations:
 - 6.2.7.1. 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.
 - 6.2.7.2. An unincorporated organization may apply to the London Community Grants Program (Multi-Year or Innovation Category) in partnership with a Host Organization. Under this 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.
 - 6.2.7.3. There are no eligibility exclusions for an organization's not-for-profit status under the Capital category of this program.

6.3. **Financial Eligibility**

- 6.3.1. The organization must demonstrate strong financial responsibility and capability in carrying out its service to this community.
- 6.3.2. The City of London, through its grants process will not contribute to outstanding deficits.
- 6.3.3. 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.
- 6.3.4. The organization must indicate a clear financial plan and demonstrate efficient use of City funds in the project.
- 6.3.5. The organization must show that it has thoroughly explored all other available sources of funding.
- 6.3.6. The organization must demonstrate fund-raising capabilities and illustrate a future plan for the project.
- 6.3.7. In conjunction with a comprehensive review of the proposed initiative, funding will be directed to organizations in greater need of financial support.

- 6.3.8. The organization must indicate other City contributions that are made to the organization (purchase of service, tax exemptions, etc.)

7. Community Review Panel

- 7.1. Grant applications will be assessed by the community review panel in accordance with the program's respective guidelines.

- 7.1.1. 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) (2-3)
- Funder (1)
- Outcomes measurement expert (1)
- Financial expert (1)
- City Staff (2-3)

7.2. Selection

- 7.2.1. Civic Administration will seek qualified London residents to be part of the community review panel based on the composition of the Panel defined above.

- 7.2.2. 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.

7.3. Decision Making

- 7.3.1. 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.

- 7.3.2. All applications, regardless of the granting category, will be assessed for both alignment with, and ability to advance the City's Strategic Plan.

8. Grant Appeal Process

- 8.1. All decisions related to grant applications for the London Community Grants Program are open to appeal by the grant applicant.

- 8.2. Applicants to the London Community Grants Program may appeal a decision based on two criteria:

1. 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,
2. A Procedural Error was made when assessing the grant application.

- 8.3. The Manager of Neighbourhood Strategic Initiatives and Funding or designate will review all appeals in accordance with the Appeals Guideline to determine which appeals meet the criteria for further review.

- 8.4. Legitimate appeals will be referred to the Managing Director, Neighbourhood, Children and Fire Services for consideration.

- 8.5. The Managing Director, Neighbourhood, Children and Fire Services may refer the funding appeal to any member of the Senior Management Team, depending on the relevant area of the City's Strategic Plan under which the proposed initiative has been aligned.

- 8.6. Decisions of all appeals will be final.

Appendix B: Current London Community Grants Policy



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)

Last Review Date: May 28, 2018

Service Area Lead: Manager, Neighbourhood, Strategic Initiatives and Funding
Neighbourhood, Children and Fire Services

1. Policy Statement

Through community investment and planning, the City provides opportunities to build social and cultural infrastructure, and strengthen neighbourhoods as key strategic determinants for the health and well-being of our local communities. Through this type of upstream investment in our people, neighbourhoods and communities, it is possible to deter downstream costs and impacts such as reduced crime and violence, reduced reliance on the social safety net and a reduction in poverty. Upstream investment will also result in improved outcomes such as increased literacy rates and improved health and physical activity levels, improved quality of life, improved cultural programming, economic development and enhancement of London's desirability as a community.

Strategic Plan 2015-2019 "Strategic Areas of Focus" (herein referred to as "Strategic Priorities"):

- Strengthening our Community
- Building a Sustainable City
- Growing our Economy

Objectives

- a) To ensure that an adequate administrative review of grant requests takes place;
- b) To provide funding amounts to community groups or organizations that are eligible and approved under the grants criteria and according to their suitability in relation to the City's goal and other submitting organizations;
- c) To ensure that those applying for assistance are evaluated on an equitable basis, utilizing the same evaluation criteria;
- d) To ensure that a system of accountability is developed and maintained between the organization requesting funds and the City of London; and,
- e) To review the City of London Grants Policy with each new Strategic Plan.

The City of London retains the right to share funding information received on the "grant application" form with other relevant funding bodies. The City of London also retains the right to obtain information from other funders regarding grant requests. This is for the purpose of providing additional information so that a co-ordinated approach to the funding of organizations in London might be achieved.

Interviews between the City of London staff and the Board of Directors and senior staff of organizations applying may, in some cases, be requested for the purposes of reviewing grant requests and assessing service or program needs.

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 program to be completed at the time of application.
- 2.3. **“Grant Agreement”** refers to the legal agreement that is signed after an application has been deemed successful under the City of London 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 in any way.
- 2.4. **“Strategic Areas of Focus”** refer to the priorities of the City of London Strategic Plan. These guidelines will refer to the Strategic Areas of Focus as “strategic priorities.”
- 2.5. A **“Procedural Error,”** in reference to the Appeals Process (s. 4.5), refers to a mistake that has been made as a result of not following the proper process for the allocation of grants as outlined in the City of London Community Grants Policy and/or the Council endorsed evaluation criteria for the assessment of grant applications.

3. Applicability

Applications for Municipal Grants are considered under the following categories:

- 3.1. Community Grants
 - These are up to four year agreements with the City of London for organizations in the community pursuing one or more of the strategic priorities in alignment with the City of London Strategic Plan.
- 3.2. Innovation
 - These grants are provided to new, emerging organizations and/or initiatives that engage in dynamic community partnerships, innovative improvements to service delivery and system collaboration, and/or generate new ideas.
- 3.3. Capital
 - These grants are provided for projects involving construction or purchase of physical assets, including but not limited to, land, building and equipment.

4. The Policy

- 4.1. All agencies who meet the eligibility criteria for the grant applied for are given the opportunity of making an application for City of London grants, except those excluded by law. The City will annually contact agencies who have expressed interest, notifying them of the process. Availability of grants will be advertised.
- 4.2. The relevant Application is to be completed with all pertinent information and forwarded to the designated City Staff person within the time frame specified for that category. No applications will be accepted after the due date.
 - 4.2.1 The application process includes a mandatory community information session for all interested organizations. It will be held at the beginning of the application process (see complete process as outlined in the attached flow chart for the London Community Grants program below).
 - 4.2.2 Organizations may request an “application interview” meeting with Civic Administration (designated City Staff) prior to the application deadline date to review their application and ask questions related to the application form itself and/or the granting process.
- 4.3. Grant applications will be assessed by the community review panel in accordance with the program’s respective guidelines:
 - 4.3.1 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)
- 4.3.2 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 the evaluation criteria document.
- 4.3.3 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.
- 4.3.4 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.
- 4.3.5 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.
- 4.4. Applicants will be notified of the funding decision in a timely manner, dependent on the grant to which they have applied.
- 4.5. Appeal Process:
 - 4.5.1. All decisions related to allocation, suspension, repayment and/or termination of funding in the London Community Grants Program will be communicated in writing and are open to appeal by the applicant/recipient.
 - 4.5.2. Applicants to the London Community Grants Program may only appeal a procedural error or present new information that, for good reason, could not be submitted at the time of application.
 - 4.5.3. Organizations may be notified that their appeal will not proceed if there has been no procedural error and/or no new information is available.
 - 4.5.3.1. The appeal must be received in writing no sooner than 48 hours after the funding decision is released and no later than 10 business days after having been notified of the decision.
 - 4.5.3.2. The appeal must be signed by the Board Chair/Treasurer of the appellant organization.
 - 4.5.3.3. The Manager of Community Development and Funding will review all appeals and determine which appeals will be referred to the City's Managing Director/Director.

- 4.5.3.4. Managing Directors/Directors will review applications that relate to their priority area as follows:
 - 4.5.3.4.1. Strengthening our Community: Managing Director, Neighbourhood, Children and Fire Services
 - 4.5.3.4.2. Building a Sustainable City: Managing Director, Planning
 - 4.5.3.4.3. Growing our Economy: Director, Community and Economic Development
- 4.5.3.5. The review will include the initial funding decision, funding submissions, contribution agreements/letters of agreement, procedural guidelines, letters, emails, payment histories, community need as well as the capacity of the organization.
- 4.5.4. Following the 10th business day after funding decisions have been released, a meeting may be requested by the Manager of Community Development and Funding if additional information is required to determine the viability of the appellant organization's appeal.
 - 4.5.4.1. After this meeting, viable appeals will be referred to the corresponding Managing Director/Director under which the appeal has been filed.
- 4.5.5. Organizations will be advised of the result of the appeal in writing within 30 business days of having received the appeal.
- 4.5.6. An appeal does not delay or suspend the City's disbursement of allocated funds to approved organizations.
- 4.5.7. Decisions of all appeals will be final.
- 4.6. The Application:
 - 4.6.1. Each applicant is required to complete (where applicable) an appropriate "Grant Application Form" within the specified time frame. Late or incomplete applications will not be accepted.
 - 4.6.2. Grant Applications must be accompanied by financial statements for the previous year (preferably the audited statements), budgets or forecasts as well as evidence of adequate effort to secure financial support from the public or other levels of government, if applicable.
 - 4.6.2.1. The City has the right to request additional financial information to determine the viability of an organization.
 - 4.6.3. All applicants receiving funding from the Municipality in order to provide a service to the citizens shall produce on request, adequate information which may be required. This is to ensure that the service being provided is in the best interest of the people served and that the City funds are being used in an effective and efficient manner.
 - 4.6.4. In most cases, 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.
 - 4.6.4.1. An additional application may be made in the same fiscal year to the Capital and/or Innovation grants.
 - 4.6.5. All grant applications must meet all of the required criteria in order to be considered for a City grant. All grants will be assessed in terms of their alignment with the Strategic Plan; need for the project; cost/effectiveness; financial viability; contribution to the quality of life in the community; community response and apparent quality.
- 4.7. The Organization
 - 4.7.1. Organizations must be located in London and intending to use grant funds for services to the London community.
 - 4.7.2. The organization must demonstrate strong managerial responsibility, capability, program planning and organization.
 - 4.7.3. Only community groups and/or organizations are eligible to be considered for funding.
 - 4.7.4. Organizations applying should have an active Board of Directors that is independent of senior staff of the organization.

4.7.5. The organization applying for a City of London grant shall be incorporated as a not-for-profit corporation. Proof of incorporation must be submitted with the application, if not already on file with the City. Notwithstanding that proof of incorporation may be on file, the City reserves the right to require proof that such incorporation has not been revoked.

4.7.5.1. An organization may submit an application to the Community Grants Program or Innovation Grants if not yet incorporated, but must be officially incorporated before any funding decision is made. The City of London cannot provide funding to an organization that is not incorporated.

4.7.6. All organizations applying for capital grants must be incorporated.

4.7.7. In general, organizations from which the City of London purchases services or with which it has contracts, will not be eligible. Priority will be given to organizations to which the City has not already contributed through other means.

4.8. The Grant

4.8.1. The length of the grant will be defined in the signed grant agreement.

4.8.2. 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.

4.8.3. 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.

4.8.4. The City of London, through its grants process will not contribute to outstanding deficits.

4.8.5. In making grants, the City may impose such conditions as it deems fit.

4.9. Financial:

4.9.1. The organization must demonstrate strong financial responsibility and capability in carrying out its service to this community.

4.9.2. The organization must show that it has thoroughly explored all other available sources of funding.

4.9.3. The organization must demonstrate fund-raising capabilities and illustrate a future plan for the project.

4.9.4. The organization must indicate a clear financial plan and demonstrate efficient use of City funds in the project.

4.9.5. The organization must indicate other City contributions that are made to the organization (purchase of service, tax exemptions, etc.).

London Community Grants Program

4.10. Purpose:

The multi-year granting streams will provide funding to programs and initiatives that advance the strategic areas of focus for the City of London Strategic Plan. Applications for the multi-year streams will be assessed on their ability to achieve outcomes that will support the Strategic Plan.

4.11. Principles of Funding:

The following are overriding principles of funding and must be addressed in each application:

- the project/program responds to a community need and aligns with at least one of the Strategic Areas of Focus from the City of London Strategic Plan;
- support for innovation and collaboration among community organizations, funders and the City;
- encouragement of diversity, equity, accessibility and environmental friendliness;
- recognition of community support for the proposed activity;
- demonstration of community outreach, neighbourhood accessibility and value to the community;

- accountability of outcomes and benefits related to the proposed activity;
- demonstrated financial viability, no deficits or loans will be considered for assistance;
- commitment to multi-year funding;
- increased accountability and commitment;
- simple, clear, fair and transparent process; and,
- strong/responsible financial management and stewardship.

The Corporation of the City of London will ensure fairness in allocation based upon the merits and type of a proposed project/program and will encourage organizations to achieve self-sufficiency.

4.12. Methods of Funding:

Community Grants align with the strategic priorities of the City of London Strategic Plan. Applications for Community Grants will be considered for their ability to advance the following strategic priorities:

- Strengthening our Community
- Building a Sustainable City
- Growing our Economy

4.13. Eligibility Criteria:

The amount of funding allocated to the municipal granting program will be confirmed each year as part of the annual budget process.

Eligibility Criteria is based on the purpose and principles as reflected above and will consider the following criteria:

- applicants must demonstrate the need for the specific project/program
- applicants will demonstrate their ability to leverage funding for their program from other funders;
- applicants are not-for-profit community groups and organizations - individuals are not eligible;
- applicants must demonstrate how their proposal complies with the purpose and principles as reflected above;
- applicants may only submit one application to the multi-year funding streams, and may indicate more than one Strategic Area of Focus in the application;
- applicants must be located within the City of London;
- applicants will support a community/neighbourhood based activity;
- each proposal must specifically identify the defined impacts and outcomes;
- organizations must be governed by a community based volunteer board of directors;
- applicants must provide a letter of confirmation from the board of directors showing board approval of the proposal;
- applicants must provide the latest financial statement, audited or approved by the board of directors; and
- applicants must provide an organizational budget and a proposed project budget.

4.14. Evaluation Criteria:

Applications for the Community Grants Program will be assessed by a Community Review Panel for each round of applications. Grants will be awarded in accordance with this policy and will be considered in relation to the evaluation criteria for the Community Grants Program. These criteria will be made public once applications for this program have been opened.

4.15. Progress Reports:

Organizations must adhere to the reporting timelines laid out in the signed Grant Agreement. Organizations will be required to submit their reports by the specified time on the Agreement or the City will reserve the right to withhold further payments and/or request repayment of previous advances related to the funded project.

Innovation Grants

4.16. Purpose:

Innovation grants will be provided to projects or organizations 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, coordination, and/or generate new ideas.

4.17. The Project:

- 4.17.1. Organizations seeking a grant from the City must demonstrate a need for the proposed project and must indicate how the particular organization is best suited to meet this need.
- 4.17.2. Organizations must present an idea that is innovative and meet at least one of the purposes of the fund.
- 4.17.3. Organizations requesting grants will not be eligible if, in the opinion of the City of London, the project for which funds are requested is superfluous to the requirements of the Community.
- 4.17.4. Projects for which grant funds are requested should be available to a broad cross-section of the London Community.
- 4.17.5. Priority will be given to projects that make a unique contribution to or are of special significance to the City.
- 4.17.6. All projects must conform to all relevant legal standards and requirements and should be physically accessible to all persons.
- 4.17.7. Preference will be given to organizations that are willing to create dynamic partnerships and share learned experiences with the community.

Capital Grants

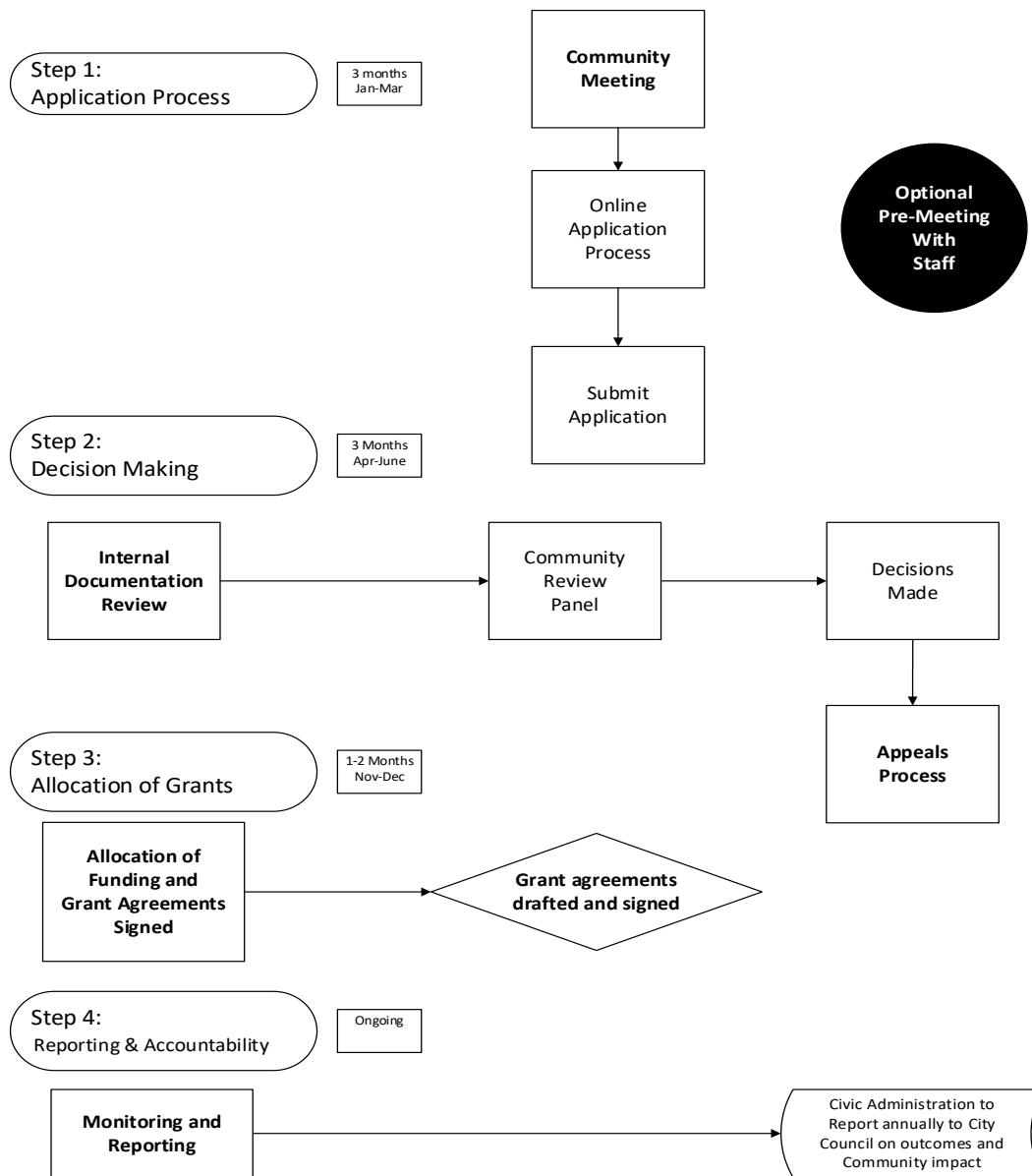
4.18. Purpose:

Capital Grants 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.

4.19. The Project:

- 4.19.1. Organizations seeking a grant from the City must demonstrate a need for the proposed project and must indicate how the particular organization is best suited to meet this need.
- 4.19.2. The organizations requesting grants will not be eligible if, in the opinion of the City of London, the project for which funds are requested is unnecessary for the requirements of the community.
- 4.19.3. Projects for which grant funds are requested should be available to a broad cross-section of the London community.
- 4.19.4. Priority will be given to projects that make a unique contribution to or are of special significance to the City.
- 4.19.5. All projects must conform to all relevant legal standards and requirements and should be physically accessible to all persons.
- 4.19.6. All projects must be either tendered or open to competitive bidding by two or more parties.
- 4.19.7. Rehabilitation and replacement of existing facilities will be preferred as opposed to projects involving the construction of new facilities.
- 4.19.8. Preference will be given to organizations that demonstrate a willingness to co-operate in the sharing of their facilities with other organizations.



City of London Community Grants Program: Structure of Community Review Panel

