

Report to Strategic Priorities and Policy Committee

To: Chair and Members
Strategic Priorities and Policy Committee
From: Cheryl Smith, Managing Director, Neighbourhood, Children and Fire Services
Subject: London Community Grants Program Policy Update
Date: January 26, 2021

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 February 2, 2021, to repeal and replace By-law No. CPOL.-390-124, entitled London Community Grants Policy; and,
- b) that this report **BE RECEIVED** for information.

Executive Summary

This report presents changes to the London Community Grants Program proposed by Civic Administration in response to the resolutions from Council to: identify whether the municipality is the appropriate source of funding for requests; and introduce amendments that provide for a minimum of 25% of total funding to be directed toward anti-Black racism, anti-Indigenous racism, anti-oppression, diversity, inclusion and equity and 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 (LCGP) is aligned with two strategic areas of focus, as presented in the City of London Strategic Plan 2019-2023.

- Strengthening Our Community – Londoners are engaged and have a sense of belonging in their neighbourhoods and community.
- Creating a Safe London for Women and Girls – London has enhanced the potential for women and girls to live safe lives.

Analysis

1.0 Background Information

1.1 Previous Reports Related to this Matter

- [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)

2.0 Discussion and Considerations

2.1 Background and Purpose

The London Community Grants Program ([LCGP](#)) impacts the lives of Londoners through targeted annual investments of approximately \$2.8 million for initiatives that align with the City of London's Strategic Plan. The LCGP 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 November 26, 2019, Municipal Council resolved that the following actions be taken with respect to the London Community Grants Program allocations:

- a) the staff report dated November 25, 2019 entitled “London Community Grants Program Allocations” BE RECEIVED; and,
- b) the Civic Administration BE DIRECTED to review the London Community Grants Policy and report back on policy amendments that would identify if the municipality is the appropriate source of funding for requests, potentially limiting or removing eligibility for programs that receive funding through senior levels of government, such as the “Enabling Accessibility Fund”. (2.2/22/SPPC)

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)

The purpose of this report is to:

1. Present recommended LCGP Policy changes related to identification of the City of London as an appropriate source of capital funding.
2. Present recommended LCGP Policy and administrative procedure changes that: provide for a minimum of 25% of total funding for requests that address anti-racism, anti-oppression, equity and inclusion; and begin to remove barriers racialized and marginalized groups may face when applying to the program.
3. Outline next steps for the LCGP.

The proposed by-law with the updated policy is provided in Appendix A, and the current policy is provided in Appendix B. Associated administrative procedure updates are provided in Appendix C.

2.2 City of London as an Appropriate Source of Funding

Process

To develop recommendations, Civic Administration: reviewed Innovation and Capital funding stream data from 2017 to 2020; conducted a scan of capital granting program criteria from other funding organizations; and interviewed four funders, three past Community Review Panel members, and 10 past capital grant recipients.

Civic Administration focused its research on capital funding as the Council resolution referenced the federal “Enabling Accessibility Fund” capital program specifically and because changes will apply to the next annual Innovation and Capital funding window.

Key Findings

Broadly, not-for-profit organizations that have applied for LCGP capital funding are leveraging other funding sources for capital requests. Key findings from the research include:

- Leveraging multiple grants for capital projects is common practice; however, partial investments can be challenging for organizations due to the need to align funding timelines
- Municipal investment in capital projects through the LCGP’s Innovation and Capital funding stream averaged 8% of total project costs for the period of 2017 to 2020
- Of the 24 not-for-profit organizations that have received capital funding through the LCGP, two have received it more than once (for different projects)
- Capital requests consistently exceed availability of capital funding
- Requests for accessibility-related capital grants have grown over time with increased accessibility requirements for buildings

Recommendations

Outlined below is a summary of recommended changes to the LCGP Policy based on the key findings. All policy changes recommended in this report, in addition to minor housekeeping items, are reflected in the proposed updated LCGP Policy provided in Appendix A.

2.0 Definitions

- 2.6 “Funders” – expand definition of “funder” to include other government sources, foundations, etc.

4.0 The Policy

- 4.2 Specific Program Requirements – add requirement that applicants must demonstrate they have applied to other relevant capital funding opportunities
- 4.3 Organization Eligibility – add clarity that organizations in receipt of City of London funding will not be eligible to receive additional City of London funding for the same project
- 4.4 Financial Eligibility – add requirement that organizations must identify the full cost of projects and all sources and amounts of confirmed and pending revenue

Administrative procedures for the LCGP will be updated to reflect these policy changes (see Appendix C).

2.3 Anti-Racism, Anti-Oppression, and Removing Barriers

Process

From August to October 2020, Civic Administration conducted research and targeted consultation to develop recommendations that remove barriers for racialized and marginalized groups when applying to the LCGP. The approach included:

- A cross-jurisdictional scan of equity and inclusion policies in other grant programs
- Utilization of the City of London’s Equity and Inclusion Lens
- One-on-one virtual conversations with 13 individuals from community organizations and grassroots groups that focus on anti-racism, anti-oppression, diversity, and inclusion

Civic Administration contacted other individuals as part of outreach efforts; however, the persistence of barriers to participation, coupled with the constraints of COVID-19, may have limited some individuals’ ability to participate during this consultation period.

Key Findings

Key findings are organized in three subsections that align with phases of the LCGP application process. Each subsection includes a short summary of the current state followed by key findings identified through research or consultation.

1. Awareness, Outreach and Relationships

Current state

- LCGP’s open application process is promoted in multiple ways, including Corporate communications, e-blasts, local media, community newsletters, and via community information sessions
- Civic Administration conducts targeted outreach to meet identified gaps

- Civic Administration cultivates ongoing relationships with individuals and organizations and is available for support throughout the funding cycle

What we heard

- Some groups do not see the LCGP as a viable opportunity; they may be unfamiliar with the program, unaware they are eligible, have been declined in the past, or may be uncomfortable seeking money from government
- Meet racialized and marginalized groups where they are at – go to the physical and virtual community spaces they use and are comfortable with
- Word of mouth and storytelling are important ways of sharing information within many racialized and marginalized communities
- Listening to a group’s history, ideas, and desires builds trust, understanding, compassion, and respect

2. Application Process

Current state

- Applicants must meet eligibility criteria – primarily, they must be located in London and be registered not-for-profit organizations (or have their application hosted by a not-for-profit organization)
- Applicants apply via the LCGP website during application windows
- During the application period, Civic Administration delivers information sessions and provides one-on-one supports upon request
- Supporting resources are available on the application portal

What we heard

- Some marginalized or racialized groups prefer to communicate their idea and their group’s history through other means, such as in-person and oral narrative
- Many groups have great ideas but do not always have the skill set or time to meet the expectations of the application process; others feel constrained by the application process (format, word count limits, etc.)
- A smooth application process relies on an understanding of the mainstream system’s expectations, processes, and terminology (e.g. development of outcome metrics), which may not be accessible to some marginalized and racialized groups
- The application process should be as simple and flexible as possible and include supportive feedback
- Many groups would like to receive additional capacity-building support to develop strong applications; in addition to building skills in areas such as grant agreement requirements, development of outcome metrics, and budgeting, this support helps strengthen relationships and build trust

3. Application Review and Funding

Current state

- Applications must be tied to advancing the City of London’s Strategic Plan
- A panel of up to 11 individuals makes decisions on allocations
- Panel composition includes: subject matter experts; funding, outcomes, and finance experts; members-at-large from the community; and 2-3 City staff
- The LCGP Policy states that “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”
- Panel members are provided orientation on funding principles, the LCGP Policy, roles and responsibilities, decision-making processes, etc.
- Applications are reviewed according to standard criteria, and an appeals process is available for applicants

What we heard

- There needs to be funding for culturally specific programming
- Consider a smaller funding opportunity for grassroots groups who may not otherwise qualify
- Being marginalized creates systemic organizational challenges because an organization may not “fit” standards for grant programs; for example, they may not:

be incorporated non-profits; have audited financial statements; or have discretely articulated goals and outcomes to provide as part of the application process

- The application process, even if unsuccessful, can be a positive experience if applicants build relationships or learn new skills
- Panel representation should include minimum thresholds for diversity and include requirements for specific voices, such as Indigenous, Youth, and Socio-economic perspectives
- Panel members need to better understand how applications reflect culture and community; for example, some applications may be presented holistically rather than structured according to the expectations of the LCGP application process, which asks a series of targeted questions about organizational history, application goals, outcomes, metrics, budget, etc.
- Consider translating LCGP materials into other languages

Recommendations

Outlined below is a summary of recommended changes to the LCGP Policy based on the key findings. The recommendations are grouped by those that can be implemented immediately and those that will require further work to implement. All policy changes recommended in this report are reflected in the proposed updated LCGP Policy available in Appendix A.

Immediate Policy Changes (Effective for 2021 Funding Allocations)

- 3.0 Applicability: Funding Categories
 - 3.1 Multi-Year Grant – add language to accept proposals that align with Council-directed emerging priorities; for the purposes of this report, this includes proposals supporting anti-Black racism, anti-Indigenous racism, anti-oppression, diversity, inclusion, and equity
 - 3.2 Innovation and Capital – amend language on application categories within Innovation and Capital to align with language used in the LCGP application; add language to accept proposals that align with Council-directed emerging priorities
- 4.0 The Policy
 - 4.1 General Program Requirements: The Grant – add clause that a minimum of 25% of funding be directed toward projects that advance anti-Black racism, anti-Indigenous racism, anti-oppression, diversity, inclusion, and equity for both Multi-Year and Innovation and Capital funding streams
 - 4.5 Community Review Panel – add language on including expertise related to Council-directed emerging priorities
 - 4.5 Community Review Panel – increase number of subject matter experts by one and decrease number of City staff by one for panel composition
 - 4.6 Grant Appeal Process – add language on Council-directed emerging priorities

Administrative procedures for the LCGP will be updated to reflect these policy changes. Consultation feedback has prompted additional changes to administrative procedures, including:

- addition of question on experience with Anti-Racism and Anti-Oppression for Community Review Panel application process;
- initial Anti-Racism and Anti-Oppression training to current Community Review Panel members and City staff supports;
- expansion of equity and inclusion considerations in funding principles;
- increased targeted outreach to racialized and marginalized groups; and
- more detailed, supportive feedback for applicants who did not receive funding.

See Appendix C for more information.

Future Changes (Effective for 2022 and 2023 Funding Allocations)

To implement the following recommendations effectively, Civic Administration will need to undertake additional research, consultation, and analysis. These changes will be implemented as they are ready, and all changes will be fully implemented prior to the next Multi-Year funding cycle (2024 – 2027).

The table below outlines the proposed future changes, estimated timeline, and next steps.

| Recommended Future Change | Estimated Completion | Next Steps |
|--|----------------------|---|
| a. Work with community stakeholders to establish review panel composition targets | 2021 (Q3) | Consult with community stakeholders; research approaches in other grant programs; decrease number of City staff and increase number of community experts on panel |
| b. Provide Anti-Racism, Anti-Oppression, Diversity, and Inclusion training for all current and future panel members and City staff supports | 2021 (Q3) | Provide initial training to current panel members and City staff supports; develop new training curriculum and deliver to current panel members and City staff supports |
| c. Work with the City of London’s forthcoming Anti-Racism and Anti-Oppression unit to identify additional actions that reduce barriers to racialized and marginalized groups | 2021 (Q4) | Engage Anti-Racism and Anti-Oppression unit once it has been formed |
| d. Conduct culturally responsive, plain language review of all LCGP materials, including potential translation opportunities | 2021 (Q4) | Scope project and identify expert sources to lead review |
| e. Expand capacity-building opportunities for new and grassroots groups | 2021 (Q4) | Consult with community stakeholders to identify needs; develop additional capacity-building resources |
| f. Identify further opportunities to increase flexibility and accepted formats for grant applications | 2022 (Q4) | Consult with community stakeholders to develop new pilot application approach(es) |
| g. Investigate a ‘start-up’ funding stream for new and grassroots groups to support diverse perspectives and emerging needs | 2022 (Q4) | Consult with community stakeholders to identify needs; research other start-up funding streams; conduct analysis on viability of new funding stream |

Additional consultation is a common theme for future actions; community stakeholders provided valuable information and insight during the first consultation period, and Civic Administration is eager to continue engaging multiple perspectives in ongoing improvements to LCGP to remove barriers for racialized and marginalized groups.

3.0 Next Steps

Contingent on Council approval, Civic Administration will implement immediate changes to the LCGP Policy and associated administrative procedures; the updated policy and procedures will be in place for the next Innovation and Capital Funding application period, projected to begin February 2021.

Work on the recommendations identified in “future changes” will begin in 2021 and be implemented as they are ready. All future changes will be fully implemented by the next Multi-Year funding cycle (2024 – 2027).

4.0 Financial Impact/Considerations

Annual funding to support the LCGP exists in the Neighbourhood, Children and Fire Services operating budget, which was approved through the 2020-2023 Multi-Year Budget process. For 2021, \$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 London Community Grants program is an investment in community and in the power and potential of people. The recommendations in this report are responsive to Council's commitment to dismantling systems of racism and oppression in London and intended to begin building a more inclusive, barrier-free, effective London Community Grants Program.

The recommendations in this report are a start – an opportunity to act and begin the work of making the LCGP more inclusive and more impactful. 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 on the LCGP for candidly and generously sharing the gifts of their time, perspectives, and knowledge. Their insights have been instrumental in the development of this report.

Prepared by: Elizabeth Gough, Specialist II, Municipal Policy
Janice Walter, Manager, Neighbourhood and Community Funding

Submitted by: Trevor Fowler, Manager, Neighbourhood Strategic Initiatives and Funding

Recommended by: Cheryl Smith, Managing Director, Neighbourhood, Children and Fire Services

Appendix A: Proposed Bylaw

Bill No.
2021

By-law No.

A by-law to repeal Council Policy related By-Law No. CPOL.-390-124 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.-390-124 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.-390-124 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 February 2, 2021.

Ed Holder
Mayor

Catharine Saunders
City Clerk

First Reading – February 2, 2021
Second Reading – February 2, 2021
Third Reading – February 2, 2021

Schedule A



London
CANADA

London Community Grants Policy

Policy Name: London Community Grants Policy

Legislative History: Enacted June 13, 2017 (By-law No. C POL.-38-234); Amended June 26, 2018 (By-law No. C POL.-283-274); Amended April 23, 2019 (By-law No. C POL.-390-124)

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"** 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. Organizations seeking development and capital

costs to support new housing initiatives should contact the Housing Development Corporation, London (HDC) for more information.

- 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 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.
- d) Legitimate appeals will be referred to the Managing Director, Neighbourhood, Children and Fire Services for consideration.
- e) 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 or Council-directed emerging priorities 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

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)

Last Review Date: April 1, 2019

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

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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

- a) 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.
- 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) A grant application may not be awarded funding if it is determined the proposed project is superfluous to the requirements of the community.
- d) The proposed initiative must be available to a broad cross-section of the London community.
- e) All projects must conform to all relevant legal standards and requirements and should be physically accessible to all persons.

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.

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 6.2.7) 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 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. Organizations seeking development and capital costs to support new housing initiatives should contact the Housing Development Corporation, London (HDC) for more information.
- 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 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.
- 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.
- 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 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) (2-3)
 - Funder (1)
 - Outcomes measurement expert (1)
 - Financial expert (1)
 - City Staff (2-3)
- 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.

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 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.
- d) Legitimate appeals will be referred to the Managing Director, Neighbourhood, Children and Fire Services for consideration.
- e) 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.
- f) Decisions of all appeals will be final.

Appendix C: Proposed Administrative Changes

2.0 Application Process

- a) 2.2 Principles of Funding – add further language on encouragement of applicants that address anti-Black racism, anti-Indigenous racism, anti-oppression, diversity, inclusion and equity
- b) 2.4 Call for Applications – include targeted outreach to marginalized and racialized groups using different formats and locations that are responsive to a variety of needs
- c) 2.4 Call for Applications – offer information sessions in multiple formats and at places in the community where people are comfortable
- d) 2.6 Notification - add language on providing more detailed feedback to applicants and connections to supportive resources
- e) 2.7 The Application – revise financial statement language to include a preference, rather than a requirement, for audited financial statements
- f) 2.7 The Application – include language on working with grassroots groups as an example of a partnership that will receive priority for Innovation applications

To support the above changes, staff will: revise the online application to ask for information on anti-Racism and anti-Oppression proposals; and provide individual contact information, rather than a general intake email and phone number, for applicants seeking support with the process.