



City of Hamilton
GRANTS SUB-COMMITTEE REVISED

19-003

September 23, 2019

9:30 am

Council Chambers, Hamilton City Hall

71 Main Street West

Stephanie Paparella, Legislative Coordinator (905) 546-2424 ext. 3993

1. **CHANGES TO THE AGENDA**
2. **DECLARATIONS OF INTEREST**
3. **APPROVAL OF MINUTES OF PREVIOUS MEETING**
 - 3.1 **May 6, 2019**
4. **CONSENT ITEMS**
5. **STAFF PRESENTATIONS**
 - *5.1 **City Enrichment Fund 2020 Workplan (GRA19005) (City Wide)**
6. **DISCUSSION ITEMS**
 - 6.1 **Funding for CANUSA through Recreation Operating Budget from City Enrichment Fund (GRA19004) (City Wide)**
 - 6.2 **United Way Update (GRA19003) (City Wide)**
7. **MOTIONS**
 - 7.1 **2020 Budget Enhancement Request for the Concession Street BIA**
8. **NOTICES OF MOTION**

9. GENERAL INFORMATION / OTHER BUSINESS

10. ADJOURNMENT



Hamilton

GRANTS SUB-COMMITTEE MINUTES 19-002

9:30 a.m.

May 6, 2019

Council Chambers, Hamilton City Hall

Present: Councillors B. Johnson (Chair), N. Nann (Vice Chair)
L. Ferguson, S. Merulla, A. VanderBeek

Absent: Councillor T. Jackson – Personal

THE FOLLOWING ITEMS WERE REFERRED TO THE AUDIT, FINANCE & ADMINISTRATION COMMITTEE FOR CONSIDERATION:

1. 2019 City Enrichment Funding Recommendations (GRA19002) (City Wide) (Item 5.1)

(Merulla/VanderBeek)

- (a) That, the 2019 City Enrichment Fund recommended funding allocation, in the amount of **\$6,210,926**, as outlined in Appendix “A” attached to Report GRA19002, **as amended**, be approved;
- (b) That the 2019 City Enrichment Fund Application Summary, attached as Appendix “B” to Report GRA19002, be received;
- (c) That 2019 City Enrichment Fund Payment Plan, attached as Appendix “C” to Report GRA19002, be approved; and,
- (d) That the 2019 City Enrichment Fund grants, as listed in Appendix “D” attached to Report GRA19002, be approved and the funds be released pending the submission of additional information, by July 19, 2019.

Result: MAIN MOTION, AS AMENDED, CARRIED on a vote of 5 to 0, as follows:

YES - Councillor N. Nann
YES - Councillor S. Merulla
NOT PRESENT - Councillor T. Jackson
YES - Chair B. Johnson
YES - Councillor A. VanderBeek
YES - Councillor L. Ferguson

FOR INFORMATION:

(a) CHANGES TO THE AGENDA (Item 1)

The Committee Clerk advised of the following changes to the agenda:

1. DISCUSSION ITEMS (Item 6)

6.1 2019 City Enrichment Funding Recommendations (GRA19002)
(City Wide)

- (i) Appendix B – pages 96 and 248 have been revised by staff.
- (ii) Appendix D – has been replaced in its entirety.

Additionally, as there is a presentation to go with the report, this matter has been moved to Item 5.1.

(VanderBeek/Merulla)

That the May 6, 2019 agenda for the Grants Sub-Committee be approved, as amended.

Result: Motion CARRIED by a vote of 5 to 0, as follows:

YES - Councillor Nrinder Nann
YES - Councillor Sam Merulla
NOT PRESENT - Councillor Tom Jackson
YES - Chair Brenda Johnson
YES - Councillor Arlene VanderBeek
YES - Councillor Lloyd Ferguson

(b) DECLARATIONS OF INTEREST (Item 2)

There were no declarations of interest.

(c) APPROVAL OF MINUTES OF PREVIOUS MEETING (Item 3)

(i) February 12, 2019 (Item 3.1)

(VanderBeek/Ferguson)

That the Minutes of the February 12, 2019 Grants Sub-Committee meeting be approved, as presented.

Result: Motion CARRIED by a vote of 5 to 0, as follows:

YES - Councillor Nrinder Nann
YES - Councillor Sam Merulla
NOT PRESENT - Councillor Tom Jackson
YES - Chair Brenda Johnson
YES - Councillor Arlene VanderBeek
YES - Councillor Lloyd Ferguson

(d) STAFF PRESENTATIONS (Item 5)

(i) 2019 City Enrichment Funding Recommendations (GRA19002) (City Wide) (Item 5.1)

John Hertel, Director, Strategic Partnerships & Communications, and staff addressed Committee and provided a PowerPoint overview of Report GRA19002, respecting the 2019 City Enrichment Funding Recommendations.

(Nann/Merulla)

That the presentation, respecting Report GRA19002, respecting the 2019 City Enrichment Funding Recommendations, be received.

CARRIED

A copy of the presentation is available on the City's website at www.hamilton.ca or through the Office of the City Clerk.

(Merulla/Ferguson)

That the following amendments to Appendix "A" of Report GRA19002 – 2019 City Enrichment Funding Recommendations, be approved:

(a) YWCA Hamilton – Transitional Living (CS A2)

That the recommended 2019 City Enrichment Fund grant for the YWCA Hamilton – Transitional Living (CS A2), be increased by \$8,000, from \$21,979 to \$29,979, with the \$8,000 to be funded from the Grant Reserve #112230 for 2019.

(b) Sexual Assault Centre (Hamilton and Area) – Abuse Prevention (CS B1)

That the recommended 2019 City Enrichment Fund grant for the Sexual Assault Centre (Hamilton and Area) – Abuse Prevention (CS B1), be increased by \$128, from \$6,565 to \$6,693, with the \$128 to be funded from the Grant Reserve #112230 for 2019.

- (c) Sexual Assault Centre (Hamilton and Area) – Counselling and Advocacy (CS B3)

That the recommended 2019 City Enrichment Fund grant for the Sexual Assault Centre (Hamilton and Area) – Counselling and Advocacy (CS B3), be increased by \$395, from \$20,155 to \$20,550, with the \$395 to be funded from the Grant Reserve #112230 for 2019.

- (d) Sexual Assault Centre (Hamilton and Area) – Crisis Support (CS B4)

That the recommended 2019 City Enrichment Fund grant for the Sexual Assault Centre (Hamilton and Area) – Crisis Support (CS B4), be increased by \$299, from \$15,242 to \$15,541, with the \$299 to be funded from the Grant Reserve #112230 for 2019.

- (e) Sexual Assault Centre (Hamilton and Area) – Diverse Communities Outreach (CS B5)

That the recommended 2019 City Enrichment Fund grant for the Sexual Assault Centre (Hamilton and Area) – Diverse Communities Outreach (CS B5), be increased by \$235, from \$11,951 to \$12,186, with the \$235 to be funded from the Grant Reserve #112230 for 2019.

- (f) Hamilton East Kiwanis Boys and Girls Clubs of Hamilton – Community Outreach (CS C8)

That the recommended 2019 City Enrichment Fund grant for the Hamilton East Kiwanis Boys and Girls Clubs of Hamilton – Community Outreach (CS C8), be increased by \$935, from \$39,065 to \$40,000, with the \$935 to be funded from the Grant Reserve #112230 for 2019.

- (g) Dundas Youth Chaplaincy – Routes Youth Centre (CS D4)

That the recommended 2019 City Enrichment Fund grant for the Dundas Youth Chaplaincy – Routes Youth Centre (CS D4), be increased by \$94, from \$10,506 to \$10,600, with the \$94 to be funded from the Grant Reserve #112230 for 2019.

- (h) Famee Furlane of Hamilton – Everyone Can Age in Place (CS E20)

That the recommended 2019 City Enrichment Fund grant for the Famee Furlane of Hamilton – Everyone Can Age in Place (CS E20), be increased by \$603, from \$5,719 to \$6,322, with the \$603 to be funded from the Grant Reserve #112230 for 2019.

- (i) Rotary Club of Hamilton – Rotary Literacy in Action (CS F11)

That the recommended 2019 City Enrichment Fund grant for the Rotary Club of Hamilton – Rotary Literacy in Action (CS F11), be increased by \$1,000, from \$7,362 to \$8,362, with the \$1,000 to be funded from the Grant Reserve #112230 for 2019.

- (j) Cancer Assistance Program – Community Engagement – Code Red (CS H10)

That the recommended 2019 City Enrichment Fund grant for the Cancer Assistance Program – Community Engagement – Code Red (CS H10), be increased by \$2,500, from \$17,500 to \$20,000, with the \$2,500 to be funded from the Grant Reserve #112230 for 2019.

- (k) Eva Rothwell Centre – The Literacy Express at the Eva Rothwell Centre (CS H11)

That the recommended 2019 City Enrichment Fund grant for the Eva Rothwell Centre – The Literacy Express at the Eva Rothwell Centre (CS H11), be increased by \$1,785, from \$3,715 to \$5,500, with the \$1,785 to be funded from the Grant Reserve #112230 for 2019.

- (l) Food4Kids Hamilton – Weekends without Hunger Waiting List Elimination (CS H14)

That the recommended 2019 City Enrichment Fund grant for the Food4Kids Hamilton – Weekends without Hunger Waiting List Elimination (CS H14), be increased by \$20,458 from \$9,542 to \$30,000, with the \$20,458 to be funded from the Grant Reserve #112230 for 2019.

- (m) Canadian National Institute for the Blind – Peer Support for Hamiltonians Living Blind or Partially Sighted (CS H16)

That the recommended 2019 City Enrichment Fund grant for the Canadian National Institute for the Blind – Peer Support for Hamiltonians Living Blind or Partially Sighted (CS H16), be increased by \$5,531 from \$0 to \$5,531, with the \$5,531 to be funded from the Grant Reserve #112230 for 2019.

- (n) Hamilton East Kiwanis Boys and Girls Club – McQuesten Boys and Girls Club (CS H17)

That the recommended 2019 City Enrichment Fund grant for the Hamilton East Kiwanis Boys and Girls Club – McQuesten Boys and Girls Club (CS H17), be increased by \$22,500, from \$0 to \$22,500, with the \$22,500 to be funded from the Grant Reserve #112230 for 2019.

- (o) Rockton Agricultural Society – Rockton World’s Fair (AGR A3)

That the recommended 2019 City Enrichment Fund grant for the Rockton Agricultural Society – Rockton World’s Fair (AGR A3), be increased by \$2,861, from \$27,139 to \$30,000, with the \$2,861 to be funded from the Grant Reserve #112230 for 2019.

- (p) Immigrant Culture and Art Association – Annual Operations (ART A21)

That the recommended 2019 City Enrichment Fund grant for the Immigrant Culture and Art Association – Annual Operations (ART A21), be increased by \$1,000, from \$18,000 to \$19,000, with the \$1,000 to be funded from the Grant Reserve #112230 for 2019.

- (q) Dundas Concert Band – Annual Operations (ART A32)

That the recommended 2019 City Enrichment Fund grant for the Dundas Concert Band – Annual Operations (ART A32), be increased by \$200, from \$2,400 to \$2,600, with the \$200 to be funded from the Grant Reserve #112230 for 2019.

- (r) Ancaster Society for the Performing Arts – Music at Fieldcote (ART B8)

That the recommended 2019 City Enrichment Fund grant for the Ancaster Society for the Performing Arts – Music at Fieldcote (ART B8), be increased by \$2,000, from \$13,000 to \$15,000, with the \$2,000 to be funded from the Grant Reserve #112230 for 2019.

- (s) Bay Area Restoration Council of Hamilton and Halton Inc. – Educational Programming for Harbour Restoration and Water Sustainability (ENV C3)

That the recommended 2019 City Enrichment Fund grant for the Bay Area Restoration Council of Hamilton and Halton Inc. – Educational Programming for Harbour Restoration and Water Sustainability (ENV C3), be increased by \$4,418, from \$14,382 to \$18,800, with the \$4,418 to be funded from the Grant Reserve #112230 for 2019.

- (t) Bruce Trail Conservancy (BTC) – 2019 BTC Hamilton Trail Access and Operation Project (ENV C4)

That the recommended 2019 City Enrichment Fund grant for the Bruce Trail Conservancy (BTC) – 2019 BTC Hamilton Trail Access and Operation Project (ENV C4), be increased by \$1,421, from \$5,287 to \$6,708, with the \$1,421 to be funded from the Grant Reserve #112230 for 2019.

- (u) Dundas Historical Society Museum – Dundas Museum and Archives Exhibition (CCH A17)

That the recommended 2019 City Enrichment Fund grant for the Dundas Historical Society Museum – Dundas Museum and Archives Exhibition (CCH A17), be increased by \$200, from \$10,200 to \$10,400, with the \$200 to be funded from the Grant Reserve #112230 for 2019.

- (v) Sikh Awareness Council of Hamilton –Sikh Heritage Month Celebrations (CCH A27)

That the recommended 2019 City Enrichment Fund grant for the Sikh Awareness Council of Hamilton – Sikh Heritage Month Celebrations (CCH A27), be increased by \$3,000, from \$0 to \$3,000, with the \$3,000 to be funded from the Grant Reserve #112230 for 2019.

- (w) Ancaster Heritage Days – Ancaster Heritage Days 2019 (CCH A28)

That the recommended 2019 City Enrichment Fund grant for the Ancaster Heritage Days – Ancaster Heritage Days 2019 (CCH A28), be increased by \$2,160, from \$26,550 to \$28,710, with the \$2,160 to be funded from the Grant Reserve #112230 for 2019.

- (x) Concession Street Business Improvement (BIA) – Streetfest 2019 (CHH A30)

That the recommended 2019 City Enrichment Fund grant for the Concession Street Business Improvement (BIA) – Streetfest 2019 (CHH A30), be increased by \$1,550, from \$6,450 to \$8,000, with the \$1,550 to be funded from the Grant Reserve #112230 for 2019.

- (y) Comunita Racalmutese Maria SS Del Monte Inc. - Comunita Racalmutese Maria SS Del Monte Festival (CHH A39)

That the recommended 2019 City Enrichment Fund grant for the Comunita Racalmutese Maria SS Del Monte Inc. - Comunita Racalmutese Maria SS Del Monte Festival (CHH A39), be increased by \$3,845, from \$6,000 to \$9,845, with the \$3,845 to be funded from the Grant Reserve #112230 for 2019.

- (z) CANUSA Games – CANUSA Game (SAL G1)

That the recommended 2019 City Enrichment Fund grant for the CANUSA Games – CANUSA Game (SAL G-1), be increased by \$7,918, from \$30,284 to \$38,202, with the \$7,918 to be funded from the Grant Reserve #112230 for 2019.

Result: Amendment CARRIED by a vote of 5 to 0, as follows:

YES - Councillor Nrinder Nann
YES - Councillor Sam Merulla
NOT PRESENT - Councillor Tom Jackson
YES - Chair Brenda Johnson
YES - Councillor Arlene VanderBeek
YES - Councillor Lloyd Ferguson

For further disposition of this matter, please refer to Item 1.

(e) ADJOURNMENT (Item 8)

(Merulla/Ferguson)

That, there being no further business, the Grants Sub-Committee be adjourned at 10:45 a.m.

CARRIED

Respectfully submitted,

Councillor B. Johnson
Chair, Grants Sub-Committee

Stephanie Paparella
Legislative Coordinator
Office of the City Clerk



INFORMATION REPORT

TO:	Chair and Members Grants Sub-Committee
COMMITTEE DATE:	September 23, 2019
SUBJECT/REPORT NO:	City Enrichment Fund 2020 Workplan (GRA19005) (City Wide)
WARD(S) AFFECTED:	City Wide
PREPARED BY:	Lisa Branston (905) 546-2424 Ext. 4524
SUBMITTED BY:	John Hertel Director, Strategic Partnerships & Communications City Manager's Office
SIGNATURE:	

INFORMATION

The City of Hamilton has played a significant role in enriching the community through the City Enrichment Fund. As the City of Hamilton continues to grow and evolve, the population and needs within the community have continued to transform.

In May 2016, the Director, Finance, Administration and Revenue Generation was delegated the authority to amend all City Enrichment Fund forms, guidelines and program areas as needed, reporting any and all changes annually to the Grants Sub-Committee. It is under this authority that staff presents the City Enrichment Fund 2020 Workplan which identifies changes for the upcoming funding cycle and an evolved strategic direction for the program.

Evolution of the program has been driven with the applicant experience at the forefront. Staff continue to make revisions to ensure the program is meeting the needs of the community and its continuously changing landscape.

Areas of focus for 2020 include 1) budget and working in a reduced budget environment 2) new IT platform to increase efficiencies 3) integrating an EDI lens to ensure the program is serving all communities 4) a review of CEF program areas to verify alignment with CEF's mandate

Commented [WU1]:
In the Information Section provide all the pertinent details of the report

OUR Vision: To be the best place to raise a child and age successfully.
 OUR Mission: To provide high quality cost conscious public services that contribute to a healthy, safe and prosperous community, in a sustainable manner.
 OUR Culture: Collective Ownership, Steadfast Integrity, Courageous Change, Sensational Service, Engaged Empowered Employees.



CITY ENRICHMENT FUND

2020 WORKPLAN

September 23, 2019

Discussion Agenda

- Introductions & Meeting Process
- 2020 Workplan
 - Administrative Staffing Changes
 - Arts - Creation & Presentation Stream
 - IT Upgrade
 - GIGIT
 - 2019 EDI Summary
 - 2020 Budget
 - Funding Phase Out Policy
- Questions/Concerns



Administrative Staffing Changes

- **Rosanna Melatti**, Grants Coordinator, currently Interim Executive Assistant to City Manager
- **Tameem Miri**, Financial Coordinator (Grants), was promoted to a position in Corporate Services, July 2019
 - *Currently conducting interviews to fulfill divisional obligations*
- **Lisa Branston**, Acting Grants Coordinator, will be going on maternity leave November 2019
- New Acting Grants Coordinator (maternity leave) will start November 1, 2019



Creation & Presentation Program

Background:

- The City Enrichment Fund launched the Creation & Presentation Grants for Arts Professionals stream in 2016. Since that time, CEF has been streamlined each year with the goal of administering and delivering the program consistently across each of the six program areas.
- This continuous improvement effort is made with consideration of the applicants all of which are not-for-profit organizations, with one exception. The Creation & Presentation stream remains apart, as it is the only stream that funds artist projects.
- Each year, staff update the CEF program with the goal of implementing a consistent approach for the applicant and to the administrative process. The inconsistency in the type of applicant requires a set of exceptions within the CEF process.

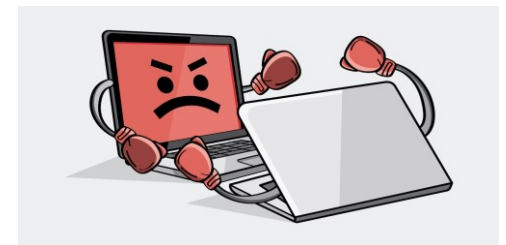
Next steps:

- Staff from the Tourism and Culture division and the City Manager's Office will work together to
 - review the Creation & Presentation stream under CEF
 - survey previous applicants / public
 - provide alternative program delivery, if applicable



IT Upgrade

- A new platform launched in 2017, which was supported by the City of Hamilton's internal IT team. Currently, CEF is the only external facing program still leveraging the current platform.
- Staff will explore options for a new IT platform to increase efficiencies in the application and adjudication process.
- Rational for change as current system
 - is exceptionally manual on the backend. Significant staff time is spent on manual processes instead of improving and moving forward other areas of the CEF program
 - requires additional budget to upgrade the backend and staff have limited confidence that the end result will outweigh dollars spent
 - is outdated compared to similar grant programs and the applicant experience could be improved
- Dollars will come from the existing CEF administrative budget
- Expected timeline: launch for 2022 funding cycle



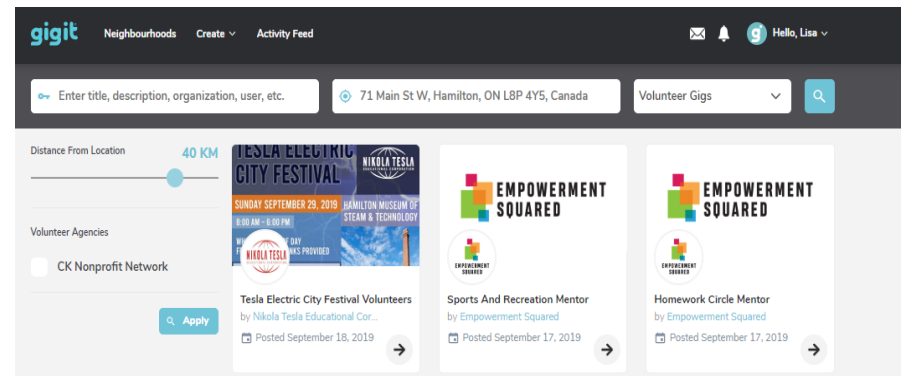
What is GIGIT?

- Gigit is a free social media platform, fundraising tool and relationship management solution for non-profit organizations. It allows for organizations to manage donors, volunteers and fundraising all in one place.

How can GIGIT help CEF organizations?

- Fundraising tool
 - Online ticket sales
 - Peer to peer fundraising
- Volunteer Management
 - Event and ongoing opportunities
 - Custom application forms
 - Hour tracking
- Donor Management
 - One time or reoccurring
 - Donor engagements
 - Database of donors and donations

GIGIT will be hosting workshops for CEF applicants in Fall 2019 to provide more information and help onboard interested applicants.



EDI Summary

- At Grants Sub-Committee meeting in May 2019, staff offered to provide a summary of CEF programs applying an Equity, Diversity, Inclusion (EDI) lens.
- The summary is based on the main target audience of the programs as opposed to the organization and
 - 1) identifies what areas are currently being funded
 - 2) helps identify who is currently being underserved by the program
 - 3) provides a foundation for an EDI strategy
- This summary does not include larger Arts organizations who offer programming to areas of inclusion but are not considered their main target audience. These organizations and benefits will be captured as the EDI strategy evolves.



2019 EDI Summary

Summary by Filters of Inclusion

**main target of program*

Filter of Inclusion	# of Programs Funded	Total Dollars
Persons w/disability	14	\$ 238,134
Immigrants/Refugees	5	\$ 94,994
LGBTQS community	3	\$ 42,650
Ethnicity	17	\$ 136,598
Geographically underserved	25	\$ 485,665
Low Income	40	\$ 925,617
Francophone	2	\$ 28,810
Survivors of Sexual Violence	8	\$ 262,663
Youth at Risk	3	\$ 57,808
Seniors at Risk	7	\$ 163,313
TOTAL	124	\$2,436,252

EDI 2019 Summary

Summary by Program Area

Program Area	# of Programs Funded	% of Total Programs Funded	Total Dollars Allocated	% of Program Area Budget
Community Services	78	82%	\$ 2,015,459	93%
Sport & Active Lifestyle	15	30%	\$ 95,305	34%
Communities, Culture & Heritage	21	30%	\$ 162,481	28%
Environment	5	62%	\$ 81,256	55%
Agriculture	2	11%	\$ 29,741	20%
ARTS*	3	3%	\$ 52,010	2%
TOTAL	124	37%	\$2,436,252	40%

**does not include larger organizations who provide programming to areas of inclusion but is not their main target audience*

EDI Summary

Key Takeaways

- 40% of the total CEF budget is allocated to programs serving areas of inclusion
- Currently, CEF does not support any organizations that have a primary target audience of Aboriginal/Indigenous

Next Steps:

- Conduct community engagement to further identify underserved groups and help understand the needs of these communities
- Identify appropriate framework for EDI lens for the City Enrichment Fund
- Identify potential impact on current CEF adjudication & funding processes
- Engage with the Equity, Diversity and Inclusion Steering Committee and align priorities with the City of Hamilton's EDI framework
- Staff will present findings for further discussion at Grants Sub Committee meeting in Spring 2020



2020 Budget

July 12, 2019, Council approved subsection (e) to Item 4 of the General Issue Committee Report 19-013, which reads as follows:

2020 Budget Guidelines, Outlook and Process (FCS19054) (City Wide) (Item 9.2)

(e) That all other Boards and Agencies including Hamilton Beach Rescue Unit, Royal Botanical Gardens, Farmers' Market and the City Enrichment Fund target a 0% increase and that any increase beyond the guideline be forwarded for consideration with explanation;

What does this mean?

- Staff are limited to recommend funding within the total approved budget.
- For the 2020 funding cycle, CEF has a modest reserve of \$ 17,937
- With no new money coming into the program, it limits the ability to
 - offer incentives for applicants to submit strong applications (80%+ receive 2% increase)
 - recommend funding to new applicants and/or programs



What can we do?

- Encourage committee members to refer considerations to annual budget process if incremental funds are required
- Implement the previously Council approved Funding Phase Out policy (next slide)

Funding Phase Out Policy

This Council approved policy outlines the conditions in which staff may recommend that funding to some returning recipients be discontinued or reduced.

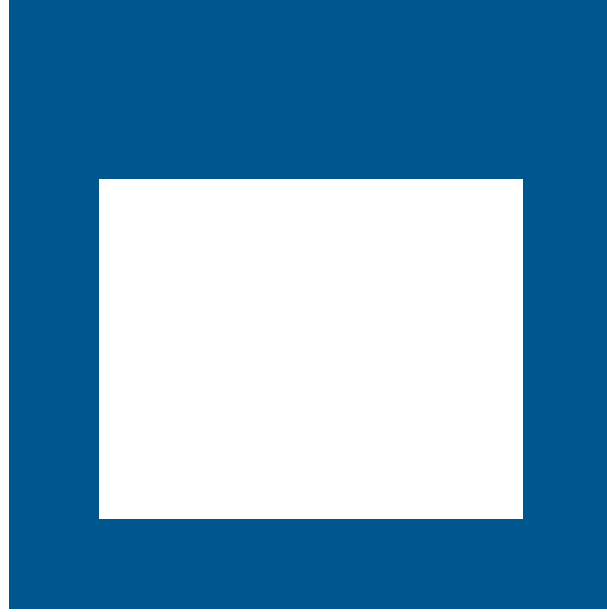
- CEF grant represents less than 5% of the program's budget – 1 year transition
- CEF grant represents between 5%-15% of the program's budget – 2 year transition
- CEF grant represents more than 15% of the program's budget – 3 year transition

Staff will review programs to identify applicants who

- successfully achieve sustainable revenues and the proportion of City funding within the overall budget is limited.
- fail to fulfill organizational mandate or showcase financial instability

In early 2020, staff will bring forward recommendations for funding phase out/reduction based on program/financial analysis and consultation with Ward Councillors.





QUESTIONS?



CITY OF HAMILTON
CITY MANAGER'S OFFICE
Strategic Partnerships & Communications

TO:	Chair and Members Grants Sub-Committee
COMMITTEE DATE:	September 23, 2019
SUBJECT/REPORT NO:	Funding for CANUSA through Recreation Operating Budget from City Enrichment Fund (GRA 19004) (City Wide)
WARD(S) AFFECTED:	City Wide
PREPARED BY:	Steve Sevor (905) 546-2424 Ext. 4645
SUBMITTED BY:	John Hertel Director, Strategic Partnerships & Communications City Manager's Office
SIGNATURE:	

RECOMMENDATION(S)

- (a) That \$30,284 be transferred from the City Enrichment Fund (Sports & Active Lifestyles Program) to the operating budget of the Recreation Division;
- (b) That the \$10,916 operating increase required to provide funding to CANUSA at the current level be referred to the 2020 budget process; and,
- (c) That the above identified amounts be utilized to support CANUSA Hamilton for the annual execution of the CANUSA Games.

EXECUTIVE SUMMARY

Prior to the 2019 City Enrichment Fund intake, the Executive Committee for CANUSA Hamilton met with Recreation staff as well as the Ward 6 Councillor to express their desire to ensure annual static funding from the City of Hamilton in support of the annual planning and implementation of the CANUSA Games.

Currently CANUSA Hamilton is required to apply annually to the City Enrichment Fund to support the execution of the CANUSA Games. The requirement to apply through the intake process was added in 2015 and the submission is adjudicated in the same manner as other applicants. Before 2015, CANUSA was not required to make a formal

SUBJECT: Funding for CANUSA through Recreation Operating Budget from City Enrichment Fund (GRA19004) (City Wide) - Page 2 of 4

application; but rather, received annual operating funds. The CANUSA organizing committee has requested to return to fixed annual support from the City of Hamilton based on previous funding levels.

During the 2019 City Enrichment Fund intake, the Grants Sub-Committee had approved funding to CANUSA in the amount of \$38,202.

Alternatives for Consideration – Not Applicable

FINANCIAL – STAFFING – LEGAL IMPLICATIONS

Financial: The above recommendations will have an impact on the 2020 budget. Currently the Sports & Active Lifestyles Program of the City Enrichment Fund has an approved 2019 budget of \$276,265. Staff funding recommendations for the 2019 intake as it relates to CANUSA was \$30,284. Grants subcommittee approved an amount of \$38,202 which comprises of \$30,284 from the SAL envelope and an additional \$7,918 from the City Enrichment Fund Reserves #112230. Should the recommendation be approved, the Recreation Division would look to supplement the balance of \$10,916 from the internal operating budget to match the pre-City Enrichment Fund allocation of \$41,200. The historical funding for CANUSA is listed below:

- 2017 – 2019: \$38,202 (per annum)
- 2016: \$41,500 (additional \$2,245 funded from reserves)
- 2005 – 2015: \$41,200 (per annum)

Staffing: There are no staffing implications associated with Report GRA19004.

Legal: There are no legal implications associated with Report GRA19004.

HISTORICAL BACKGROUND

The CANUSA Games were created in 1958 through the joint efforts of the Canadian and U.S.A. Amateur Athletic Unions. The CANUSA Games are international friendship games between the City of Hamilton and the City of Flint, Michigan, U.S.A. The Games provide youth with an opportunity to experience friendship through competition and currently bring together over 1,400 athletes to participate in friendly rivalry in 16 sports. It is the largest and longest running international games in North America.

Each year, the CANUSA organizing committees from both Hamilton and Flint, rotate in hosting the event; however, each organizing committee is responsible for coordinating the participation of their citizens.

SUBJECT: Funding for CANUSA through Recreation Operating Budget from City Enrichment Fund (GRA19004) (City Wide) - Page 3 of 4

The City of Hamilton supports the Games through facility access, administrative space, staff liaison support and operating funding. Prior to 2002, the funding for the Games was part of the Recreation Division's operating budget as described in Report CS11041. Subsequently from 2002-2011, operating funding in the amount of \$41,200 per annum was provided to CANUSA Hamilton through the Community Partnership Program. During this time CANUSA's funding was classified as committed funding which excluded them from the application process until 2015; after which they were subjected to the availability of funding within the grant program. In 2015, the Community Partnership Program evolved into the City Enrichment Fund and CANUSA was funded through the Sports & Active Lifestyles program area.

POLICY IMPLICATIONS AND LEGISLATED REQUIREMENTS

There are no policy or legislative implications associated with Report GRA19004.

RELEVANT CONSULTATION

Recreation staff met with CANUSA Games representatives to understand their request; more specifically to understand their desire for stable annual funding regardless of location of Games.

Recreation staff also met with Ward 6 Councillor who supports the transition of funds as indicated in the recommendation.

Consultation with staff from Corporate Services, Finance, Administration & Revenue Generation have confirmed the current 2019 base funding allocation for CANUSA through the Sports & Active Lifestyles Program of the City Enrichment Fund is \$30,284.

ANALYSIS AND RATIONALE FOR RECOMMENDATION(S)

CANUSA Games is an integral fabric of the City of Hamilton. City of Hamilton officials have supported the planning and implementation of the Games since 1958. The CANUSA Games is seen as a partnership between the City of Hamilton and the CANUSA Hamilton Board of Directors.

As a partner with CANUSA Games, the Mayor and Members of Council in addition to the representatives from the City of Hamilton's Recreation Division are invited as City delegates to participate in the Games activities.

Due to the relationship with the City of Flint as one of Hamilton's official sister cities, it is appropriate to maintain the connection through the continuation of the CANUSA Games. The City has provided funding for the Games for many years and considers continued funding to be in the interests of the City.

SUBJECT: Funding for CANUSA through Recreation Operating Budget from City Enrichment Fund (GRA19004) (City Wide) - Page 4 of 4

Annual funding to CANUSA was originally provided through the Recreation Division, this recommendation naturally strengthens and supports the continued partnership of this historic event.

The recommendation will ultimately reduce the total base funding amount for the City Enrichment Fund Sports & Active Lifestyles Program area; however, funds are allocated yearly to CANUSA provided that the parameters of the City Enrichment Fund are met. Considering the historical allocation, the transfer of funds from the Sports & Active Lifestyles Program area to Recreation ostensibly does not have an impact on any other applicant in the Sports & Active Lifestyles Program area.

ALTERNATIVES FOR CONSIDERATION

Not applicable

ALIGNMENT TO THE 2016 – 2025 STRATEGIC PLAN

Healthy and Safe Communities

Hamilton is a safe and supportive City where people are active, healthy, and have a high quality of life.

APPENDICES AND SCHEDULES ATTACHED

None



CITY OF HAMILTON
CITY MANAGER'S OFFICE
Strategic Partnerships and Communications Division

TO:	Grants Sub-Committee
COMMITTEE DATE:	September 23, 2019
SUBJECT/REPORT NO:	United Way Update (GRA19003) (City Wide)
WARD(S) AFFECTED:	City Wide
PREPARED BY:	Lisa Branston (905) 546-2424 Ext. 4524
SUBMITTED BY:	John Hertel Director, Strategic Partnerships & Communications City Manager's Office
SIGNATURE:	

COUNCIL DIRECTION:

Audit, Finance & Administration at its meeting of September 24, 2018, passed the following motion:

“Staff look at the feasibility of donating to the City of Hamilton’s City Enrichment Fund – Community Services program area”

The purpose of this report is to provide the results of a staff review and to provide an update on United Way Halton & Hamilton activities.

RECOMMENDATION(S)

- (a) The City of Hamilton continue to support the United Way Halton & Hamilton via employee donation campaign

- (b) The City of Hamilton continue to evolve and strengthen their relationship with the United Way Halton & Hamilton to increase positive community impacts

EXECUTIVE SUMMARY

In recent years, fundraising for the United Way has been challenging across the country. In 2016, United Way reserves in Hamilton were depleted in order to cover the shortfalls in funds raised in the city wide campaign. In 2017, the United Way of

Hamilton Burlington amalgamated with the balance of Halton Region to form United Way Halton & Hamilton (UWHH). Fundraising in the year of amalgamation again fell short, but with reserves already depleted and a new strategic focus by the organization, a number of organizations in Hamilton had their funds reduced or eliminated. The City of Hamilton, through the City Enrichment Fund (CEF), allocated approximately \$140,000 as a one time support to six of the organizations that were current participants in the City Enrichment Fund. That unplanned support, drained the funds reserves.

In 2018, there were positive signs of growth in the Hamilton & Halton campaign with improved campaign fundraising numbers achieved, that enabled the organization to maintain their financial support for those approved the previous year. The 2019 campaign goal is again a growth target. A Hamilton CEO is this year's campaign Chair, City staff have continued to work closely with the agency, meeting regularly with the Executive, participating in the Cabinet, and working collaboratively on longer term strategies to optimize support and positive impacts in our community.

At the request of the Grant Sub Committee, staff have investigated the logistics related to the possibility of leveraging CEF staff and relationships as an alternative for City employees to channel their donations to organizations of their choice, instead of deeming the United Way as the City's charity of choice.

After reviewing the required processes relating to the City of Hamilton executing a replacement for the City employee equivalent to the United Way employee program, staff identified various issues and concerns if the employee program was managed internally

- The City of Hamilton is unable to provide donation receipts because the donated funds are being re-directed to external organizations, and not being used directly by the City of Hamilton.
- Internalizing the employee campaign would require additional staffing resources to complete the tasks that are currently managed, at no cost to the City, by UWHH.
- Anecdotal feedback indicated that a significant portion of employee donors would continue to donate through United Way to make the best use of their donation in areas of need rather than earmark specific recipient organizations through the City.
- Relevant departments are not currently resourced to manage this internally, and the cost of staff time would outweigh the donation totals.

- Many of the programs and agencies currently funded by CEF are also funded by UWHH. This strategy allows UWHH and the City to share risk by diversifying the income stream and permits the agencies to be compliant with the CEF's restriction of funding up to 30% of a program's budget.

Conclusion: The City of Hamilton and UWHH are working more collaboratively together, and together can better leverage efforts to support social services in the city. With recent provincial budget cuts and uncertainty about municipal roles and responsibilities, any decision to internalize the UWHH campaign could impact well beyond the dollars in question. Many agency partners are vulnerable and destabilizing the system by removing a large piece of funding, could cause a ripple effect through the sector.

City staff are committed to strengthening the relationship with UWHH to maximize community impact. The City of Hamilton United Way committee is being re-established with a mandate to revitalize employee interest and to educate and increase awareness about the United Way in Hamilton. UWHH is now in year two of amalgamation and has stabilized funding, developed a clear strategic plan for the next 3-5 years, and is investing in programs and strategic initiatives that are having a positive multiplier effect in the community beyond the dollars invested in the program.

Alternatives for Consideration – Not Applicable

FINANCIAL – STAFFING – LEGAL IMPLICATIONS

Financial: N/A

Staffing: N/A

Legal: N/A

HISTORICAL BACKGROUND

The City of Hamilton and UWHH have a longstanding partnership spanning several decades where the two organization work in partnership to address local pressing issues. UWHH offers services ranging from youth leadership development to domestic violence support to job skills training. They offer a wide array of care to neighbours regardless of gender, race, sexual orientation, religion and creed. In April 2017, as a result of the changing landscape within the sector and to better leverage their resources, United Way Halton & Hamilton (UWHH) amalgamated four local United

Ways to create one organization. This positioned the organization to realize economies of scale and greater efficiencies with a goal to raise and invest more in all of these communities. Through amalgamation, UWHH faced funding challenges in the 2018 cycle as a result of numerous factors which contributed to a reduction or elimination of funding to a number of longstanding United Way agencies in Hamilton. In order to ensure the financial viability of programs through CEF, Council approved emergency one-time funding (\$140,936) for 6 organizations to offset UWHH funding reductions.

UWHH currently invests into 28 agencies that deliver a total of 44 programs throughout Hamilton. This year, more than 100,000 people will receive a wide range of services ranging from early years to seniors and everything in between. The 2018 campaign raised a total of \$10,875,000 dollars, a solid increase over the \$10,000,000 raised the previous year. The dollars were directed towards three major issues impacting the Hamilton community; education inequality, hunger and mental illness.

As a result of the amalgamation, a new UWHH Cabinet has been established, comprising of several prominent Hamilton based personnel, including a high-profile Hamiltonian as Campaign Chair for 2019. In addition, there has been a refocus on the market, with Hamilton receiving more visibility than in the past. UWHH is hosting more events in Hamilton including the 2019 Campaign kick-off at the Hamilton Airport.

The City holds an annual fundraising campaign raising 150k-170k per year, mostly through employee giving. In 2018, COH raised \$152,000 via two employee events and the employee payroll deduction program. Currently, 580 employees are signed up for the payroll deduction program.

RELEVANT CONSULTATION

City Enrichment Fund staff met with the United Way Halton & Hamilton.

City Enrichment Fund staff met with staff from Audit & Finance Administration to understand the details of the payroll deduction program and how they would be impacted if this program was delivered by City staff.

ANALYSIS AND RATIONALE FOR RECOMMENDATION(S)

City Enrichment Fund Processes

Staff did a thorough review of the City of Hamilton United Way employee campaign processes and have identified the following as rationale to maintain the UWHH as the City of Hamilton employee's charity:

OUR Vision: To be the best place to raise a child and age successfully.
OUR Mission: To provide high quality cost conscious public services that contribute to a healthy, safe and prosperous community, in a sustainable manner.
OUR Culture: Collective Ownership, Steadfast Integrity, Courageous Change, Sensational Service, Engaged Empowered Employees.

- Charitable Status
 - While the City of Hamilton does have charitable status, the Canadian Revenue Agency confirmed that the City of Hamilton cannot issue charitable receipts for funds that are being re-directed to external, third party organizations.
 - If CEF was to become the City of Hamilton's charity, employees would not be able to receive a charitable receipt for their donation.
- Optics for the City of Hamilton
 - The City of Hamilton would be the only municipality in Canada to not support the United Way
 - This creates unnecessary negative storylines within the community
- Diversifying Risk
 - Many of the programs and agencies currently funded by CEF are the same that are funded by UWHH. This strategy allows UWHH and the City to share risk in diversifying the income stream of the agencies and permits them to be a compliant with the CEF requirement of funding up to 30% of a program's total budget.
 - The City would shoulder the entire risk of supporting current campaign levels associated with the City of Hamilton and would risk many of the additional impacts
- Economies of Scale
 - UWHH is able to leverage the regional scale of recent amalgamations, grant revenues, regional wide collaboration and natural resources to the benefit of the community that supplement and go beyond the current level of grants allocated to agencies
- Resourcing
 - The City of Hamilton does not currently have staff dedicated solely to the United Way campaign. By having a similar campaign run internally, it would require additional compliments to execute the program as CEF, Finance and Human Resources do not have sufficient resources to manage an internal program.
 - The following administrative tasks would need to be done internally, which are currently being done by the UWHH:
 - UWHH hosts all giving transaction through it secure digital E-Pledge tool. It is expected that it would require approx. 120-140 hours in development time to build a similar tool

- An additional 300+ hours is required in the development of materials, marketing collateral and donor stewardship
- Time and resources required to launch and manage the online tool throughout the campaign (approx. 60 hours each year)
- Upon completion of the campaign, additional processing tasks required (approx. 27 hours)

- Direction of Funds
 - Currently, employees can choose what organization their money is directed to via UWHH. The same option would be difficult to implement within the CEF program as it would require an adjustment of the funding formula and create inconsistencies throughout the program.

- Financial Impact
 - Considering the amount of additional staff time that would be required to manage the program internally, the financial increase from donations would not outweigh the cost of doing the work
 - The City would be inheriting costs that are currently completed by the UWHH, at no cost
 - It would cost the City additional dollars to create a customized e-platform

- Loss of Donors
 - Significant risk of losing current donors by mandating them to re-direct their donations to an internal program

United Way Halton & Hamilton – Beyond What You Think Of

UWHH provides support directly in Hamilton beyond what is typically thought of. In addition to direct support for agencies through traditional grant funding, UWHH provides support in capacity building, research and evaluations, product drives and advocacy through its role as active participants in such initiatives as the:

- Financial Empowerment Problem Solving (FEPS) Initiative
 - Supports more than 75,000 economically vulnerable people in Hamilton by providing access to financial knowledge, make informed financial decisions, and improve financial security.
 - To date, FEPS has filed 1,727 returns that have provided 3.3 million in benefits to the people within Hamilton
- Hamilton Roundtable for Poverty Reduction
 - Aims to improve local lives and reduce hunger by catalyzing change through community collaboration
- ConnectED & Community Design Labs
 - Provides low cost training workshops to any non-profit organizations

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- Connect community partners to expertise, capacity building opportunities and funding to test new ideas that have the potential to create exponential impact on priority issues
- Product Drives
 - Due to the large network of workplaces and volunteers, UWHH has been able to leverage over \$50,000 value in products that were directed to agency partners in 2018

In addition to strategic initiatives, UWHH has a regular presence in the community and connect volunteers with the causes they care about through events such as:

- **Day of Caring:** UWHH Day of Caring program aligns corporate volunteers with community agencies. These events highlight the impact of donations to UWHH corporate groups while also providing free volunteer work for agency partners. In 2018, 261 volunteers volunteered nearly 800 hours of time at the following agencies: Eva Rothwell Centre, Living Rock, Kiwanis Boys & Girls Club, St. Matthew's House, Wesley Urban Ministries, SPRC Taste Buds and Big Brothers Big Sisters.
- **Period Promise:** In May 2019, UWHH launched the Period Promise menstrual equity initiative in partnership with Labour Community Services. The inaugural Period Promise included a large product drive during the month of May, as well as a film screening of "Period, End of Sentence" at Playhouse Cinema in downtown Hamilton. The screening included a panel discussion on the impact of period poverty in the community, which included City of Hamilton's Ward 3 Councillor. The drive cumulated on May 28th, at Gore Park, where more than 30,000 menstrual hygiene products were collected for members of the community who can't afford them otherwise. The Period Promise will continue throughout the year with workplace partners interested in running product drives for menstrual hygiene products.
- **Gore Park Summer Promenade:** UWHH hosted three Community Days of Caring in Gore Park to raise awareness of local issues and support local agencies; including a book drive and bookmark art activity in support of Eva Rothwell Centre; craft kits for Kiwanis Boys & Girls Club; and a community engagement interactive art activity around unignorable issues in the community.

Strengthening the UWHH & City of Hamilton Relationship

Staff are committed to establishing a stronger working relationship with UWHH to ensure the impacts and benefits are felt by the community. Pending receipt of Committee and Council approval, the City of Hamilton United Way committee is being

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re-established for the 2019 United Way campaign. The committee will be responsible for the planning, promotion and execution and will be led by a Campaign Chair and have the full support of the Senior Leadership team.

The committee will strive to increase the annual campaign target by introducing several new initiatives. Over the last two years, City of Hamilton has lost over \$20,000 in payroll deductions through retirements. In partnership with UWHH, City staff will implement a retiree campaign to allow for donations to continue once staff retire. In addition, City staff will work to integrate information related to the United Way campaign into new employee orientation to showcase the commitment to UWHH.

A key learning from the 2018 funding reductions was better understanding the importance of communication and being able to proactively identify potential issues that could impact other funding stakeholders and agencies in the community. City staff have spearheaded a working committee consisting of staff from the largest grant/financial supporters in the Hamilton community. Representatives from CEF, UWHH and the Hamilton Community Foundation are meeting to open the communication lines and create dialogue to understand how the organizations can work better together to deepen their impact on the community.

ALIGNMENT TO THE 2016 – 2025 STRATEGIC PLAN

Community Engagement and Participation

Hamilton has an open, transparent and accessible approach to City government that engages with and empowers all citizens to be involved in their community.

Healthy and Safe Communities

Hamilton is a safe and supportive City where people are active, healthy, and have a high quality of life.

Our People and Performance

Hamiltonians have a high level of trust and confidence in their City government.

CITY OF HAMILTON

MOTION

Grants Sub-Committee: September 23, 2019

MOVED BY COUNCILLOR T. JACKSON.....

SECONDED BY COUNCILLOR

2020 Budget Enhancement Request for the Concession Street BIA

- (a) That an enhancement of an additional \$1,178 (from \$2,822 to \$4,000) for the Concession Street BIA – Sidewalk Sounds base budget, be referred to the 2020 Operating Budget process (GIC) for consideration; and,
- (b) That an enhancement of an additional \$1,550 (from \$6,450 to \$8,000) for the Concession Street BIA – Streetfest base budget, be referred to the 2020 Operating Budget process (GIC) for consideration.