



**City of Hamilton**  
**GRANTS SUB-COMMITTEE REVISED**

24-003

July 3, 2024

9:30 am

Council Chambers

Hamilton City Hall

71 Main Street West

Angela McRae, Legislative Coordinator (905) 546-2424 ext. 5987

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**1. APPROVAL OF AGENDA**

**2. DECLARATIONS OF INTEREST**

**3. APPROVAL OF MINUTES OF PREVIOUS MEETING**

3.1 May 13, 2024

**4. COMMUNICATIONS**

\*4.1 Correspondence from Josefa Radman, respecting the City Enrichment Fund  
Recommendation: Be received.

**5. STAFF PRESENTATIONS**

5.1 City Enrichment Fund – Digital Pilot Program (GRA24003) (City Wide)

**6. CONSENT ITEMS**

**7. DISCUSSION ITEMS**

7.1 City Enrichment Fund 2025 Program Updates and Improvements (GRA24004) (City Wide)

7.2 City Enrichment Fund – Appeals Process (GRA24002(a)) (City Wide)

8. MOTIONS
9. NOTICES OF MOTION
10. GENERAL INFORMATION / OTHER BUSINESS
11. ADJOURNMENT



## GRANTS SUB-COMMITTEE MINUTES 24-002

9:30 a.m.

May 13, 2024

Council Chambers, City Hall, 2<sup>nd</sup> Floor  
71 Main Street West, Hamilton, Ontario

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**Present:** Councillors N. Nann (Chair), C. Kroetsch (Vice-Chair)  
Councillors M. Francis, T. Jackson, M. Tadeson, and M. Wilson

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### THE FOLLOWING ITEMS WERE REFERRED TO COUNCIL FOR CONSIDERATION:

**1. 2024 City Enrichment Funding Recommendations (GRA24002) (City Wide) - REVISED (Item 7.1)**

**(Tadeson/Kroetsch)**

- (a) That the 2024 City Enrichment Fund (CEF) recommended funding allocation, in the amount of \$7,195,440 (as outlined in the attached Appendix “A” to Report GRA24002), be approved;
- (b) That staff be directed to assign payments to the applicants’ legal names, as listed in Confidential Appendix “B” to Report GRA24002, Legal Names of Individual Applicants;
- (c) That Confidential Appendix “B” to Report GRA24002, Legal Names of Individual Applicants, be received and remain confidential;
- (d) That Appendices “C”, “E”, and “F” to GRA24002, 2024 City Enrichment Funding Recommendations be received;
- (e) That the following grants be approved, and funding be withheld, pending the submission of additional information, by July 20, 2024:
  - (i) AGR - A16 Wentworth District Women's Institute
  - (ii) ART - B3 Festival of Friends
  - (iii) ART - D20 THB
  - (iv) CCH - A32 Winona Peach Festival
  - (v) ENV - A9 Sustainability Leadership (Sustainable Hamilton)
  - (vi) SAL - A1 Binbrook Minor Baseball Association
  - (vii) SAL - D21 Wesley Urban Ministries
  - (viii) SAL - F16 Hamilton Senior Pickleball Association

- (ix) CS - H16 Scientists in School
  - (x) CS – C16 Safe Families Hamilton Halton (Safe Families Canada)
- (f) That the Grants for the following applicants with outstanding arrears with the City Enrichment Fund, be approved and funding be withheld (if applicable) pending the full settlement of such arrears:
- (i) AGR - A10 Crown Point Farms Market of Ottawa St
  - (ii) ART - A13 Immigrant Culture and Art Association
  - (iii) CCH - A4 Pride Hamilton
  - (iv) CCH - A32 Winona Peach Festival
  - (v) ENV - A9 Sustainability Leadership (Sustainable Hamilton)
  - (vi) SAL - D1 African Canadian Youth Sports Network
  - (vii) SAL - E2 Royal Hamilton Yacht Club
  - (viii) DIG - E9 Immigrant Culture and Art Association
- (g) That Appendix “D” to GRA24002, Payment Plan be approved;
- (h) That the returning program CS - D14 The Living Rock Ministries Housing Supports, as listed in Appendix “A” to GRA24002 be funded one-time from the City Enrichment Fund Reserve #112230; and,
- (i) ***That staff be directed to report back with a recommended appeals process for the City Enrichment Fund and additional funding that may be required to the July 3, 2024 Grants Sub-Committee meeting.***

**Result: Main MOTION, As Amended, CARRIED by a vote of 6 to 0, as follows:**

- Yes - Ward 1 Councillor Maureen Wilson
- Yes - Ward 2 Councillor Cameron Kroetsch
- Yes - Ward 3 Councillor Nrinder Nann
- Yes - Ward 5 Councillor Matt Francis
- Yes - Ward 6 Councillor Tom Jackson
- Yes - Ward 11 Councillor Mark Tadeson

**FOR INFORMATION:**

**(a) APPROVAL OF AGENDA (Item 1)**

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

**5. DELEGATION REQUESTS**

- 5.1 Delegation Requests respecting Item 7.1 - 2024 City Enrichment Funding Recommendations (GRA24002) (City Wide), for today's meeting, from the following individuals:

5.1(a) Christopher Stanton, Hamilton Festival Theatre Company (In-Person)

5.1(b) Patricia LeClair, Hamilton Children's Choir (In-Person)

5.1(c) Peggy McGillicuddy, Sexual Assault Centre of Hamilton and Area (In-Person)

5.1(d) Jessica Bonilla-Dampthey, Sexual Assault Centre of Hamilton and Area (In-Person)

5.1(e) Kim Martin, Social Planning and Research Council (In-Person)

## 7. STAFF PRESENTATIONS

7.1 2024 City Enrichment Funding Recommendations (GRA24002) (City Wide) - REVISED

### (Kroetsch/M. Wilson)

That the agenda for the May 13, 2024 Grants Sub-Committee meeting, be approved, as amended.

**Result: MOTION, CARRIED by a vote of 6 to 0, as follows:**

Yes	-	Ward 1	Councillor Maureen Wilson
Yes	-	Ward 2	Councillor Cameron Kroetsch
Yes	-	Ward 3	Councillor Nrinder Nann
Yes	-	Ward 5	Councillor Matt Francis
Yes	-	Ward 6	Councillor Tom Jackson
Yes	-	Ward 11	Councillor Mark Tadeson

## (b) DECLARATIONS OF INTEREST (Item 2)

There were no declarations of interest.

## (c) APPROVAL OF MINUTES OF PREVIOUS MEETINGS (Item 3)

### (i) September 14, 2023 (Item 3.1)

#### (Jackson/Tadeson)

That the Minutes of the September 14, 2023 Grants Sub-Committee meeting, be approved, as presented.

**Result: MOTION, CARRIED by a vote of 6 to 0, as follows:**

Yes	-	Ward 1	Councillor Maureen Wilson
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Yes - Ward 2 Councillor Cameron Kroetsch  
Yes - Ward 3 Councillor Nrinder Nann  
Yes - Ward 5 Councillor Matt Francis  
Yes - Ward 6 Councillor Tom Jackson  
Yes - Ward 11 Councillor Mark Tadeson

**(d) DELEGATION REQUESTS (Item 5)**

**(Jackson/Kroetsch)**

That the following Delegation Request, be approved, as follows:

- (i) Delegation Requests respecting Item 7.1 - 2024 City Enrichment Funding Recommendations (GRA24002) (City Wide), for today's meeting, from the following individuals (Added Item 5.1):
  - (1) Christopher Stanton, Hamilton Festival Theatre Company (In-Person) (Added Item 5.1(a))
  - (2) Patricia LeClair, Hamilton Children's Choir (In-Person) (Added Item 5.1(b))
  - (3) Peggy McGillicuddy, Sexual Assault Centre of Hamilton and Area (In-Person) (Added Item 5.1(c))
  - (4) Jessica Bonilla-Dampthey, Sexual Assault Centre of Hamilton and Area (In-Person) (Added Item 5.1(d))
  - (5) Kim Martin, Social Planning and Research Council (In-Person) (Added Item 5.1(e))

**Result: MOTION, CARRIED by a vote of 6 to 0, as follows:**

Yes - Ward 1 Councillor Maureen Wilson  
Yes - Ward 2 Councillor Cameron Kroetsch  
Yes - Ward 3 Councillor Nrinder Nann  
Yes - Ward 5 Councillor Matt Francis  
Yes - Ward 6 Councillor Tom Jackson  
Yes - Ward 11 Councillor Mark Tadeson

**(e) DELEGATIONS (Item 6)**

- (i) The following Delegates addressed the Committee respecting Item 7.1 - 2024 City Enrichment Funding Recommendations (GRA24002) (City Wide) (Added Item 6.1):

- (1) Christopher Stanton, Hamilton Festival Theatre Company (In-Person) (Added Item 6.1(a))
- (2) Patricia LeClair, Hamilton Children's Choir (In-Person) (Added Item 6.1(b))
- (3) Peggy McGillicuddy, Sexual Assault Centre of Hamilton and Area (In-Person) (Added Item 6.1(c))
- (4) Jessica Bonilla-Dampthey, Sexual Assault Centre of Hamilton and Area (In-Person) (Added Item 6.1(d))
- (5) Kim Martin, Social Planning and Research Council (In-Person) (Added Item 6.1(e))

**(ii) (Francis/Tadeson)**

That the following Delegations respecting Item 7.1 - 2024 City Enrichment Funding Recommendations (GRA24002) (City Wide), be received (Added Item 6.1):

- (1) Christopher Stanton, Hamilton Festival Theatre Company (In-Person) (Added Item 6.1(a))
- (2) Patricia LeClair, Hamilton Children's Choir (In-Person) (Added Item 6.1(b))
- (3) Peggy McGillicuddy, Sexual Assault Centre of Hamilton and Area (In-Person) (Added Item 6.1(c))
- (4) Jessica Bonilla-Dampthey, Sexual Assault Centre of Hamilton and Area (In-Person) (Added Item 6.1(d))
- (5) Kim Martin, Social Planning and Research Council (In-Person) (Added Item 6.1(e))

**Result: MOTION, CARRIED by a vote of 6 to 0, as follows:**

Yes	-	Ward 1	Councillor Maureen Wilson
Yes	-	Ward 2	Councillor Cameron Kroetsch
Yes	-	Ward 3	Councillor Nrinder Nann
Yes	-	Ward 5	Councillor Matt Francis
Yes	-	Ward 6	Councillor Tom Jackson
Yes	-	Ward 11	Councillor Mark Tadeson

**(f) STAFF PRESENTATIONS (Item 7)**

**(i) 2024 City Enrichment Funding Recommendations (GRA24002) (City Wide) – REVISED (Item 7.1)**

Jessica Chase, Acting Director of Communication and Strategic Initiatives; provided an overview and introduced Andrea Carvalho, Advisor City Enrichment Fund & Community Outreach; and Rebecca Frerotte - Grants & Strategic Partnerships Coordinator who provided the presentation to Committee respecting Report GRA24002, the 2024 City Enrichment Funding Recommendations.

**(1) (Jackson/Kroetsch)**

That the staff presentation respecting Report GRA24002, the 2024 City Enrichment Funding Recommendations, be received.

**Result: MOTION, CARRIED by a vote of 6 to 0, as follows:**

Yes	-	Ward 1	Councillor Maureen Wilson
Yes	-	Ward 2	Councillor Cameron Kroetsch
Yes	-	Ward 3	Councillor Nrinder Nann
Yes	-	Ward 5	Councillor Matt Francis
Yes	-	Ward 6	Councillor Tom Jackson
Yes	-	Ward 11	Councillor Mark Tadeson

**(2) (Tadeson/Kroetsch)**

(a) That the 2024 City Enrichment Fund (CEF) recommended funding allocation, in the amount of \$7,195,440 (as outlined in the attached Appendix “A” to Report GRA24002), be approved;

(b) That staff be directed to assign payments to the applicants’ legal names, as listed in Confidential Appendix “B” to Report GRA24002, Legal Names of Individual Applicants, and;

(c) That Confidential Appendix “B” to Report GRA24002, Legal Names of Individual Applicants, remain confidential, and;

(d) That Appendices “C”, “E”, and “F” to GRA24002, 2024 City Enrichment Funding Recommendations be received, and;

(e) That the following grants be approved, and funding be withheld, pending the submission of additional information, by July 20, 2024:

- (i) AGR - A16 Wentworth District Women's Institute
- (ii) ART - B3 Festival of Friends
- (iii) ART - D20 THB



- (iv) CCH - A32 Winona Peach Festival
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  - (vi) SAL - A1 Binbrook Minor Baseball Association
  - (vii) SAL - D21 Wesley Urban Ministries
  - (viii) SAL - F16 Hamilton Senior Pickleball Association
  - (ix) CS - H16 Scientists in School
  - (x) CS – C16 Safe Families Hamilton Halton (Safe Families Canada)
- (f) That the Grants for the following applicants with outstanding arrears with the City Enrichment Fund, be approved and funding be withheld (if applicable) pending the full settlement of such arrears:
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  - (ii) ART - A13 Immigrant Culture and Art Association
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  - (iv) CCH - A32 Winona Peach Festival
  - (v) ENV - A9 Sustainability Leadership (Sustainable Hamilton)
  - (vi) SAL - D1 African Canadian Youth Sports Network
  - (vii) SAL - E2 Royal Hamilton Yacht Club
  - (viii) DIG - E9 Immigrant Culture and Art Association
- (g) That Appendix “D” to GRA24002, Payment Plan be approved, and;
- (h) That the returning program CS - D14 The Living Rock Ministries Housing Supports, as listed in Appendix “A” to GRA24002 be funded one-time from the City Enrichment Fund Reserve #112230.

Councillor Nann relinquished the Chair to Vice-Chair Kroetsch to introduce the following motion:

- (3) **(Nann/Jackson)**
- (a) That Report GRA24002, 2024 City Enrichment Funding Recommendations, **be amended**, by adding an additional sub-section (i), as follows:
    - (i) ***That staff be directed to report back with a recommended appeals process for the City Enrichment Fund and additional funding that may be required to the July 3, 2024 Grants Sub-Committee meeting.***

**Result: AMENDMENT, CARRIED by a vote of 6 to 0, as follows:**

Yes - Ward 1 Councillor Maureen Wilson

Yes	-	Ward 2	Councillor Cameron Kroetsch
Yes	-	Ward 3	Councillor Nrinder Nann
Yes	-	Ward 5	Councillor Matt Francis
Yes	-	Ward 6	Councillor Tom Jackson
Yes	-	Ward 11	Councillor Mark Tadeson

Councillor Nann assumed the Chair.

For disposition of this matter, refer to Item 1.

**(g) PRIVATE & CONFIDENTIAL (Item 11)**

Committee determined that discussion of Item 11.1 was not required in Closed Session; therefore, the matters were addressed in Open Session, as follows:

**(i) Confidential Appendix "B" to Report GRA24002 - 2024 City Enrichment Funding Recommendations (Item 11.1)**

For disposition of this matter, refer to Item 1.

**(h) ADJOURNMENT (Item 12)**

**(Kroetsch/Tadeson)**

That there being no further business, the Grants Sub-Committee be adjourned at 11:23 a.m.

**Result: MOTION, CARRIED by a vote of 6 to 0, as follows:**

Yes	-	Ward 1	Councillor Maureen Wilson
Yes	-	Ward 2	Councillor Cameron Kroetsch
Yes	-	Ward 3	Councillor Nrinder Nann
Yes	-	Ward 5	Councillor Matt Francis
Yes	-	Ward 6	Councillor Tom Jackson
Yes	-	Ward 11	Councillor Mark Tadeson

Respectfully submitted,

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Councillor Nrinder Nann  
Chair, Grants Sub-Committee

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Angela McRae  
Legislative Coordinator  
Office of the City Clerk

July 1, 2024

Dear Councillor,

All great and desirable municipalities attract potential residents by the value attributed to quality activities such as arts and culture and creative industries. The sector's economic impact has been proven as an animating driver of tourism, investment and elevated profile as compared to municipalities that treat creative initiatives as tokenism.

As a prior eight year member of the Arts Advisory Commission (AAC), four of which as a representative of the Arts Funding Task Force that developed the City Enrichment Fund (CEF), I have watched with dismay as the overall objective to create an accessible, fair and equitable funding process was transformed into a burdensome set of criteria that required so much time and professional expertise to document that, contrary to the original intent, imposed multiple barriers to accessibility and equity.

Additionally, due to a misguided adjudication process with little thought applied to recruitment and orientation of adjudicators representative of all artistic disciplines, an ad hoc process that is no more than a surface nod to other funding body processes, community groups have been subjected to inconsistent and pejorative adjudication, depending on the particular year's adjudicator's personal preferences.

I have witnessed groups receiving grades across the spectrum from A to C from one year to the next for the same applications describing the same activities. The adjudication process has proven to be a 'moving target.' The result is that groups are unevenly graded and as a result funding is inconsistent and unreliable.

What we need is to understand is that the "grading" rationale, of A, B, C, etc. is fundamentally flawed. How can we imagine that 3 or 4 individuals privately recruited by city staff, with a varying level of knowledge, expertise, and interests, would have the ability to accurately grade the value of one group against another based on information provided by a writer who may also have a varying level and expertise to actually represent a group's activities. This rationale is a slippery slope built on a sandpit, and fundamentally flawed.

Groups should not be graded; they should be supported. All groups impact the community through their own focus; we should not pit organizations of different ilks in a competitive environment, comparing apples to oranges. It makes little sense unless we view and treat our community groups as peripheral and simply brush them off through a system of tokenism.

How do we achieve an accessible, fair and equitable process?

We apply a formula that results in a fair percentage of funding without the need for competition and flawed grading. We throw out the grading system. We allow groups to represent themselves as they choose. We look at organizational budgets, support from other government funders, foundations, partners. We look to funding larger or more impactful groups based on a percentage of their operating budgets. Smaller groups may require a greater percentage of funding however actual dollar amounts would be lower. In other words, we are exacting and detail oriented, but not through demanding an organization defend their value and existence, we need to understand that this is a given, and instead focus on how best to be fair, equitable, and accessible in our system of support.

Thank you for your time, attention, and considered thought,

J. Radman



**CITY OF HAMILTON**  
**CITY MANAGER'S OFFICE**  
**Digital Innovation and Strategic Partnerships and Government**  
**Relations & Community Engagement Divisions**

<b>TO:</b>	Chair and Members Grants Sub-Committee
<b>COMMITTEE DATE:</b>	July 3, 2024
<b>SUBJECT/REPORT NO:</b>	City Enrichment Fund – Digital Pilot Program (GRA24003)
<b>WARD(S) AFFECTED:</b>	City Wide
<b>PREPARED BY:</b>	Jasleen Arora (613) 449-8765 Andrea Carvalho (289) 260-8119
<b>SUBMITTED BY:</b>	Cyrus Tehrani Chief Information Officer (Acting)
<b>SIGNATURE:</b>	
<b>SUBMITTED BY:</b>	Jessica Chase Director, Government Relations & Community Engagement (Acting)
<b>SIGNATURE:</b>	

**RECOMMENDATIONS**

- (a) That the two-year Digital Pilot Program of the City Enrichment Fund, launched in 2022, with the objective to support organizations, events and activities that increase efforts to achieve digital equity, promote digital inclusion and spur greater adoption of broadband amongst underserved populations, be established within the City Enrichment Fund as a permanent component of the program, and;
- (b) That funding for this initiative be referred to the 2025 budget cycle in the amount of \$100,000, and;
- (c) That the item respecting the City Enrichment Fund - Digital Pilot Program be removed from the outstanding business list.

## **EXECUTIVE SUMMARY**

Since 2015, the City of Hamilton’s (City) municipal investment program, the City Enrichment Fund (CEF) has made annual investments within the not-for-profit sector that deliver a wide range of programs and services to residents that support the City’s Strategic Plan and 25-year Community Vision priorities. Beginning with four program areas, Arts, Communities Culture and Heritage, Community Services, and Sport and Active Lifestyles, CEF expanded in the 2016 to include Agriculture, and Environment.

On August 11, 2022, Council approved a CEF two-year pilot, Digital Pilot Program (Report CM22015/GRA22003) as the need to invest in community focused digital access and awareness became better understood through the COVID-19 pandemic. Access to affordable, reliable high-speed internet connectivity is critical in accessing services and information, work remotely, access on-line learning, or operate a business. The disparities in digital access increase barriers faced by equity seeking groups and systemically underserved communities.

The two-year CEF Digital Pilot Program objective is to fund events and activities that support efforts to achieve digital equity, promote digital inclusion, literacy, and support digital infrastructure. A \$150,000 one-time commitment from the CEF reserve was approved over two years, allocating \$75,000 in each year to qualifying applications.

Staff secured a partner in the R.R. McCann Family Foundation (the Foundation), who has committed additional funding to successful CEF Digital programs. To complement the CEF Digital Pilot Program, a total \$100,000 commitment is to be disbursed at the discretion of the Foundation over the two-year pilot. Any funding from the Foundation to CEF Digital Program grantees is in addition to the 2023-2024 CEF funding recommendations.

The pilot program experienced growth from year 1 to year 2 with a 160% increase in applications and 108% increase in funding allocated to successful Digital grantees. The pilot program has funded 13 successful applications a total of \$104,099 in funding. With the two-year success, it is recommended that the Digital Program be established within the CEF as a permanent program area, with dedicated funding, beginning in the 2025 funding year.

## **Alternatives for Consideration – See Page 6**

## **FINANCIAL – STAFFING – LEGAL IMPLICATIONS**

Financial: N/A

Staffing: N/A

Legal: N/A

## **HISTORICAL BACKGROUND**

The City recognizes that internet connectivity is essential for many residents and institutions in our communities. High speed broadband availability is a key economic and social driver and is central to job creation and social economic growth across Hamilton.

On August 11, 2022, a new two-year Digital Pilot Program was approved as part of the CEF (Report CM22015/GRA22003). Funding of \$150,000 was approved from the CEF reserve, with \$75,000 allocated for each pilot year.

Staff from the Digital Innovation and Strategic Partnerships office joined the corporate-wide CEF team in 2022 to collectively design, launch, and evaluate the Digital Pilot Program. If approved, the Digital Program Manager would continue overseeing this program and continue in their role within the CEF team.

The City entered a partnership Memorandum of Understanding with the R.R. McCann Family Foundation, whereby successful Digital Program grantees receive additional funding from the Foundation in addition to their 2023 CEF grant. The investment in digital equity by the City and Foundation is in support of the City's priority to enhance digital infrastructure and services by collaborating with local organizations to design and implement programs to increase the digital capacity and capabilities of Hamiltonians and bridge the digital divides relating to infrastructure, equipment, access, equity, inclusion and ability as listed in Economic Development Action Plan 2021-2025.

## **POLICY IMPLICATIONS AND LEGISLATED REQUIREMENTS**

N/A

## **RELEVANT CONSULTATION**

- City Manager's Office – Government Relations and Community Engagement Division
- Corporate Services Department – Finance and Administration Division

## **ANALYSIS AND RATIONALE FOR RECOMMENDATION(S)**

The study "Getting Connected: Funders and Digital Equity in Canada" by the Canadian Internet Registration Authority (CIRA) revealed that digital development in Canada is underfunded, fragmented, and unorganized, despite shared goals of connecting Canadians affordably and reliably to the internet. The COVID-19 pandemic worsened

**SUBJECT: City Enrichment Fund – Digital Pilot Program  
(GRA24003) (City Wide) – Page 4 of 6**

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funding challenges, highlighting significant digital inequity, largely in underserved communities. As a result, there is a community need to support digital equity initiatives.

The two-year CEF Digital Pilot Program has played an important role in community-led internet initiatives that focus on solving problems related to digital equity. The pilot program offered funding through the Digital Equity Initiatives stream, with the objective “to support organizations, events and activities that support efforts to achieve digital equity, promote digital inclusion, and spur greater adoption of broadband among underserved population.”

Through the two-year pilot the City has invested in community organizations that delivered impactful programs aimed at building resident digital literacy skills as well as facilitating access to existing opportunities related to internet service, technological devices, and digital programming. Thirteen (13) projects have been funded that provide citizens the opportunity and skills needed to thrive in an increasingly digital realm.

### Results

The two-year Digital Pilot Program successfully invested in 13 programs, with a total of \$104,099 in funding. In 2024 the Digital Pilot Program applied the same funding formula as the broader CEF program. This resulted in a funding allocation of \$70,290. The majority of these applications were new to CEF and as a result the funding represented 56% - 36% of their request. It is recognized that the needs continue to exceed the available funding. In both years, the digital applicants received a high rate of success, with the majority of programs achieving an A rating and qualifying for funding. The program saw significant growth in year 2, with 3 returning and 10 new programs.

The following table presents two-year results with further details provided in Appendix “A” attached to report GRA24003.

<b>Measure</b>	<b>2023</b>	<b>2024</b>	<b>Increase</b>
Total Number of Applicants	5	13	160%
Total Number of Successful Applicants	4	9	125%
Total CEF Funding	\$33,809	\$70,290	108%
Foundation Funding	\$22,500	Pending assessment	N/A

In 2023, successful CEF applicants were able to leverage the City’s support and secure additional program funding through the Foundation. Staff are currently working with the Foundation and successful 2024 applicants to assess additional funding levels for the 2024 year. It should be noted that in the first year of the program there was a shorter lead time for applicants to apply as it related to the new program stream, but 2024 has

exhibited significant application growth with broader community awareness of the CEF Digital program.

Overall, the program funded a wide range of initiatives that bridge the digital gap ensuring residents have access to the resources, opportunities and skills needed to thrive in the digital realm. The programs included workshops, courses, literary programs, digital infrastructure upgrades and skills development across a wide range of groups. The funded programs ranged across a variety of communities served including:

- Seniors
- Senior Immigrant Newcomer Women Aged 55+
- Black and Indigenous Older Adults Aged 55+
- Youth
- French Speaking Youth
- Immigrant and Low-Income Artists
- Not-For-Profit Organizations
- Business and Organizations in the North End
- Creative Industry
- Students Grade 4-12

#### Evaluation and Next Steps

It was learned there is an overwhelming need for digital equity-related funding sources. As a result of the COVID-19 pandemic, an unexpected and immediate need for digital service solutions became apparent. The applications received over the two-year pilot program displayed a wide range of initiatives that bridge the digital gap ensuring residents have access to the resources, opportunities and skills needed to thrive in an increasingly digital realm.

The pilot program was able to demonstrate collaboration, foster innovation, and a sense of shared purpose through a unique partnership between the City and the R.R McCann Family Foundation, representing a model for future strategic investments and alignment with the City's long-term goals.

The Digital Program has exceeded expectations with considerable two-year growth and through the range of communities served. The CEF Digital Program is anticipated to grow with an anticipated \$100,000 in funding required to support the growing interest in the Digital realm. A permanent CEF Digital Program will require enhanced funding to the CEF envelope to continue investing and supporting the community's access. The Digital program will continue to be supported by the corporate team. Through a permanent CEF Digital Program, the City will be able to better address digital barriers, allow staff to scale efforts, solidify partnerships, and make a greater impact for residents.



**ALTERNATIVES FOR CONSIDERATION**

Council may consider extending the Digital Pilot Program for another two-years to measure the continued applicant interest and program impact over a longer period.

**APPENDICES AND SCHEDULES ATTACHED**

Appendix “A” to Report GRA24003: Summary of City Enrichment Fund Digital Pilot Program

Appendix “B” to Report GRA24003: City Enrichment Fund Digital Pilot Program Presentation

## Summary the City Enrichment Fund Digital Pilot Program

### Communication and Applicant Support

The Digital Pilot Program was promoted as a new opportunity within the overall communications of the CEF program, through print and digital marketing. In year 2, all CEF Program Managers promoted the Digital Pilot Program directly to new and returning applicants via email and through public facing information sessions.

In support of applicants, the Digital Program Manager hosted 4 public information sessions that provided the public with an in-depth overview of the Digital objectives, assessment criteria, online portal, and application process. To further support applicants, staff hosted drop-in sessions and met with potential applicants 1 on 1.

### Digital Program Application Summary

Measure	2023	2024	Increase
Total Number of Applicants	5	13	160%
Total Number of Successful Applicants	4	9	125%
New Applicants	5	10	100%
Returning Applicants	0	3	300%
Total Funding Request	\$50,078	\$174,850	249%
Total CEF Funding	\$33,809	\$70,290	108%
Foundation Funding	\$22,500	Pending assessment	N/A

The following tables provide a summary of applicant programs supported over the Digital Pilot Program:

#### 2023

Organization and Program Name:	Program Description and Target Audience:	Target Audience	CEF Funding	Foundation
Mathstronauts <i>STEAM Engine Program</i>	Mathstronauts delivers high quality inclusive, STEM programs to students in grades 4 to 12 in priority communities in Hamilton.	Grades 4-12	\$ 11,250	\$ 11,500
Glanbrook Community Services	To provide training, assisted and supportive internet connectivity for home bound or isolated	Seniors	\$ 4,725	declined

<b>Organization and Program Name:</b>	<b>Program Description and Target Audience:</b>	<b>Target Audience</b>	<b>CEF Funding</b>	<b>Foundation</b>
<i>Digital Program</i>	seniors and other marginalized individuals.			
Theatre Aquarius  <i>Digital Workshops</i>	Theatre Aquarius will run two 5-day Virtual Reality Storytelling workshops in spring and fall 2023 for Hamilton-based artists who want to learn new digital skills in this artistic medium. This workshop will be offered free to those participating.	Creative Industry	\$ 11,250	\$ 11,250
Dundas Valley School of Art (DVSA)  <i>Digital Content Production for Charities and Not-for-Profits</i>	DVSA' Digital Art Studio will provide quality instruction on content development and production for local charities and not-for-profits especially those who work closely with marginalized communities.	Not-For-Profit Community	\$ 6584	n/a

**2023**

<b>Rating and Group</b>	<b>Recommendations</b>	<b>Total Number of Applications</b>	<b>Total Funding Request</b>	<b>Total Payment</b>
A	75% of request	4	\$45,078	\$33,809
B	61% of request	0	0	0
C	No funding recommended	1	\$5,000	0
<b>Total</b>		<b>5</b>	<b>\$50,078</b>	<b>\$33,809</b>

2024

Organization and Program Name:	Program Description and Target Audience:	Target Audience	CEF 2024 Grant
North End Breezes  <i>Social Media</i>	Expand presence of community newspaper to promote connectivity, share community news and promote mutual support by engaging North End neighbourhood community through social media channels and advanced technology.	Businesses and Organizations in the North End	\$2,350
Glanbrook Community Services  <i>TechConnect for Seniors</i>	Empower senior citizens with proficiency in using technology, enabling them to navigate digital devices, applications and online platforms confidently. In addition, provide workshops, one on one training sessions, tech supports to young volunteers aged 16+.  *Returning Applicant	Seniors and 16+	\$4,867
Immigrants Working Centre  <i>Digital Literacy for Senior Newcomer Women</i>	The program focuses on empowering racialized senior immigrant women through digital skills training. In addition to enhancing internet literacy and digital tool usage, the program includes training in content creation and online business development, such as YouTube, e-commerce, and blogging. Tailored to individual interests and goals, this initiative bridges the digital divide, fostering social inclusion, economic empowerment, and access to online opportunities.	Senior immigrant newcomer women aged 55 and above	\$8,260
Centre Francophone Hamilton  <i>Generation Franco-Influencers</i>	Offer digital training course that aims to equip French-speaking Hamilton youth to develop tech skills and provide tools they need to create digital content in French.	French-speaking youth aged 12-25	\$8,288
Steel Town Athletic Club (STAC) Hamilton	STAC's Digital Arts program aims to empower underserved youth with essential digital skills and access to technology. Youth will be provided with resources like cameras and training to	Youth	\$8,400

Organization and Program Name:	Program Description and Target Audience:	Target Audience	CEF 2024 Grant
<i>Digital Arts Program</i>	develop in-demand sports media skills such as video editing and photography.		
Immigrant Culture and Art Association (ICAA)  <i>Newcomer Artists Digital Branding</i>	The funding will help establish a new program based on the Train the Trainer Module to support immigrant and (low-income) artists to develop their artistic blogs or websites for future marketing and selling their artwork online through a four-day workshop facilitated by professionals in the field.	Immigrant and low-income artists	\$5,550
Theatre Aquarius  <i>Digital Workshops</i>	Theatre Aquarius will run two 5-day Virtual Reality Storytelling workshops in spring and fall 2024 for Hamilton-based artists who want to learn new digital skills in this artistic medium. This will address skills gap in Virtual Reality knowledge and content creation for Hamilton-based artists.  *Returning Applicant	Creative Industry	\$ 11,588
St. Matthew’s House  <i>412-Barton Connecting Neighbours Together</i>	Implement digital infrastructure and develop digital skills for participants of 412 Barton and community members who gather in the common area for programs and services. Provide internet access (Wi-Fi) and equipment and devices, networking capabilities, hardware and software to the residents.	Black and Indigenous older adults 55+	\$9,400
Mathstronauts  <i>STEAM Engine Program</i>	Empowering underrepresented youth to gain digital technology skills through Mathstronauts' STEAM Engine Program.  *Returning Applicant	Grades 4-12	\$ 11,588

**2024**

<b>Rating and Group</b>	<b>Recommendations</b>	<b>Total Number of Applications</b>	<b>Total Funding Request</b>	<b>Total Payment</b>
A Returning	2023 funding level + 3%	3	\$41,300	\$28,042
B Returning	2023 funding level	0	\$0	0
C Returning	2023 funding level	0	\$0	0
D Returning	No funding recommended	0	\$0	0
A New	56% of request	3	\$44,550	\$24,948
B New	47% of request	2	\$25,000	\$11,750
C New	37% of request	1	\$15,000	\$5,550
D New	No funding recommended	4	\$49,000	0
<b>Total</b>			<b>\$174,850</b>	<b>\$70,290</b>

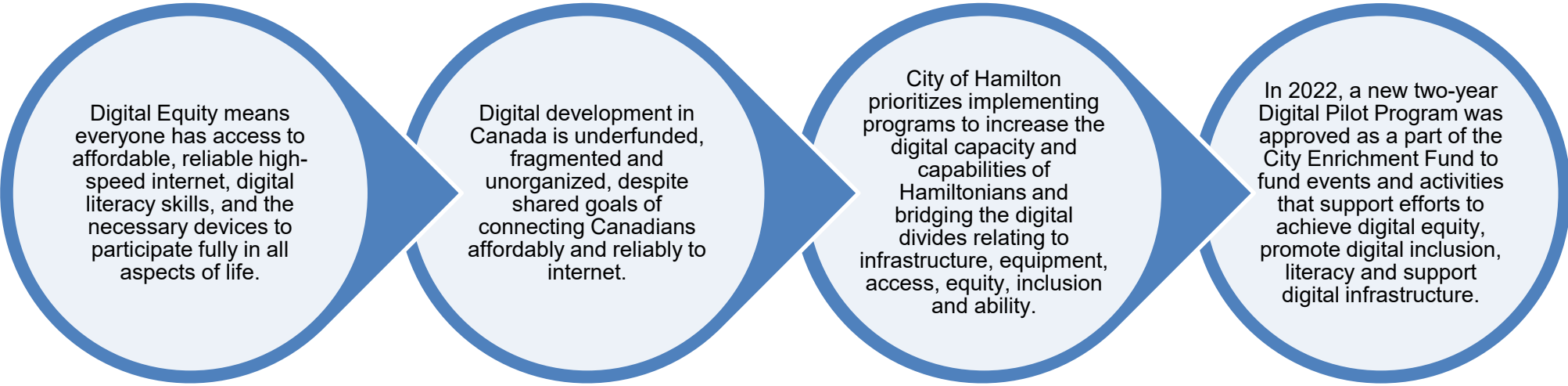


Hamilton

# City Enrichment Fund (CEF) Digital Pilot Program 2024

Grants Sub-Committee | July 3, 2024

# Digital Program – Historical Background



Digital Equity means everyone has access to affordable, reliable high-speed internet, digital literacy skills, and the necessary devices to participate fully in all aspects of life.

Digital development in Canada is underfunded, fragmented and unorganized, despite shared goals of connecting Canadians affordably and reliably to internet.

City of Hamilton prioritizes implementing programs to increase the digital capacity and capabilities of Hamiltonians and bridging the digital divides relating to infrastructure, equipment, access, equity, inclusion and ability.

In 2022, a new two-year Digital Pilot Program was approved as a part of the City Enrichment Fund to fund events and activities that support efforts to achieve digital equity, promote digital inclusion, literacy and support digital infrastructure.

For the two-year Digital Pilot Program, \$150,000 in funding was approved from the CEF reserve, with \$75,000 allocated for each pilot year.



# Digital Program Highlights

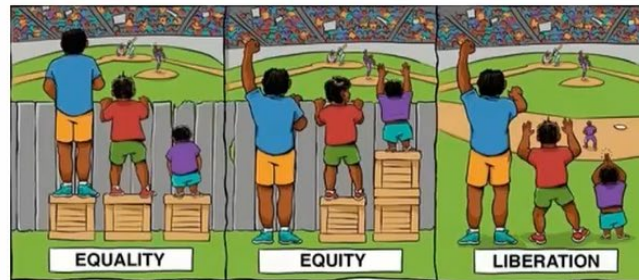
- Partnership with R.R. McCann Family Foundation, providing additional funding to successful CEF Digital Programs
  - A total of \$100,000 to be disbursed over the two-year pilot
- Increased communication and community outreach in Year 2
- Total of 18 applications received, 13 successful applications funded \$104,099 over 2 years.
- 10 out of 13 projects received A rating.
- 160% increase in number of applicants and 108% increase in funding from Year 1 to Year 2.



# Digital Program – Promotional Efforts



## WHAT IS DIGITAL EQUITY?



*Image Credit: A collaboration between Center for Story-based Strategy & Interaction Institute for Social Change.*

- There are 2 types of digital exclusion experienced in Hamilton:
  1. **Urban-rural gap:** disparities in access to broadband internet in many parts of rural and remote Hamilton.
  2. **Digital inequity/inequality:** gap between those who have affordable internet access, the digital literacy/skills to use modern information / communication applications, access to devices versus those who do not.

# Digital Program – Promotional Efforts

CEF | Digital Program Open to all Applicants

FR Frerotte, Rebecca  
To  
Cc Arora, Jasleen; Carvalho, Andrea  
Fri 12/1/2023 9:47 AM

City Enrichment Fund - Digital.pdf  
322 KB

Open PDFs in Adobe Acrobat

Good morning,

We are now midway through the 2024 City Enrichment Fund (CEF) intake. This is a gentle reminder that our Digital Pilot Program is back for another year and is open to applicants who typically submit applications in other program areas. Applicants are eligible to submit an application in the Digital area as well as their typical program area.

The Digital Area Handbook is attached, and can be found through the [CEF webpage](#). Please review the handbook for specific eligibility and stream objectives.

Please make sure to select "**Digital – City Enrichment Fund**" when applying for project/program under Digital Stream.

## BACK FOR YEAR 2! DIGITAL EQUITY STREAM

- Supports the planning, delivery and administration of a variety of initiatives that bridge the digital gap.
  - Digital Gap: (a) disparities in access to broadband/internet in rural and remote Hamilton (b) Lack of affordable internet access, access to devices and digital literacy to use them.
- Ensures all City of Hamilton residents have access to the resources, opportunities and skills needed to thrive in a digital world.
- Invests in partners who will deliver impactful programs that:
  - build digital literacy skills,
  - facilitating access to internet service, technological devices and digital programming.

## INFORMATION SESSIONS & DROP INS

For more info, please join:

**Digital Stream Information Session**  
15th November 2023 from 1-2pm.

This session will introduce the City Enrichment Fund and provide an overview of the Digital Program. The presentation will cover eligibility, submission requirements, timelines and a Q&A. You can register by emailing [jasleen.arora@hamilton.ca](mailto:jasleen.arora@hamilton.ca).

For specific questions, you can also join the Drop In Sessions:

**Monday, November 20, 1 to 2pm Online**

Meeting ID: 226 489 063 944

Passcode: rCn5sR

Or Call in (Audio Only):

+1 647-749-1649 Phone Conference ID: 421 543 60#

**Monday, December 4, 1 to 2pm Online**

Meeting ID: 277 164 187 644

Passcode: W5Dk3v

Or Call in (Audio only)

+1 647-749-1649 Phone Conference ID: 735 294 38#

# Digital Program Results

Measure	2023	2024	Increase
Total Number of Applicants	5	13	160%
Total Number of Successful Applicants	4	9	125%
New Applicants	5	10	100%
Returning Applicants	0	3	300%
Total Funding Request	\$50,078	\$174,850	249%
Total CEF Funding	\$33,809	\$70,290	108%
Foundation Funding	\$22,500	Pending assessment	N/A

# Digital – Funded Programs

Some examples of successful programs funded through the program include:



TRE FRANCOPH  
HAMILTON

Digital Training Course to French-speaking Hamilton Youth, aiming to equip them with tools they need to create digital content in French.

IWC

Digital workshops, training sessions, resources, one-on-one support for senior racialized immigrant women aged 55 and above, focusing on enhancing internet literacy, digital tool usage, content creation, online business development etc.



Provide tenants of 412 Barton (new affordable housing build geared to Black and Indigenous older adults aged 55+) with digital infrastructure and develop digital skills by providing equipment and Wi-Fi in common areas.



Four-day workshop based on Train the Trainer model, for five newcomer (low-income) artists to develop digital skills and create blogs or websites for marketing and selling their artwork online.



STAC

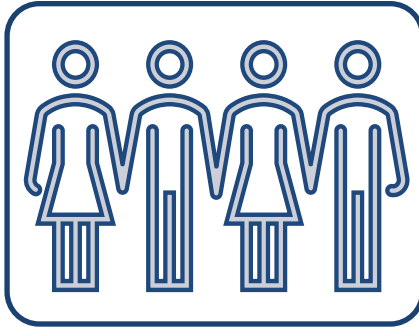
Providing youth with technology and training to develop in-demand sports digital skills such as access to software and training to do video editing to build digital portfolios.



Workshops for Students Grade 5-8 to learn digital skills including foundational computer programming concepts and application of digital technologies in earth, space sciences, geometry and more.

# Digital Program Impact

The pilot program was able to:



Demonstrate reduced disparities in digital access barriers faced by equity seeking groups and systemically underserved communities.



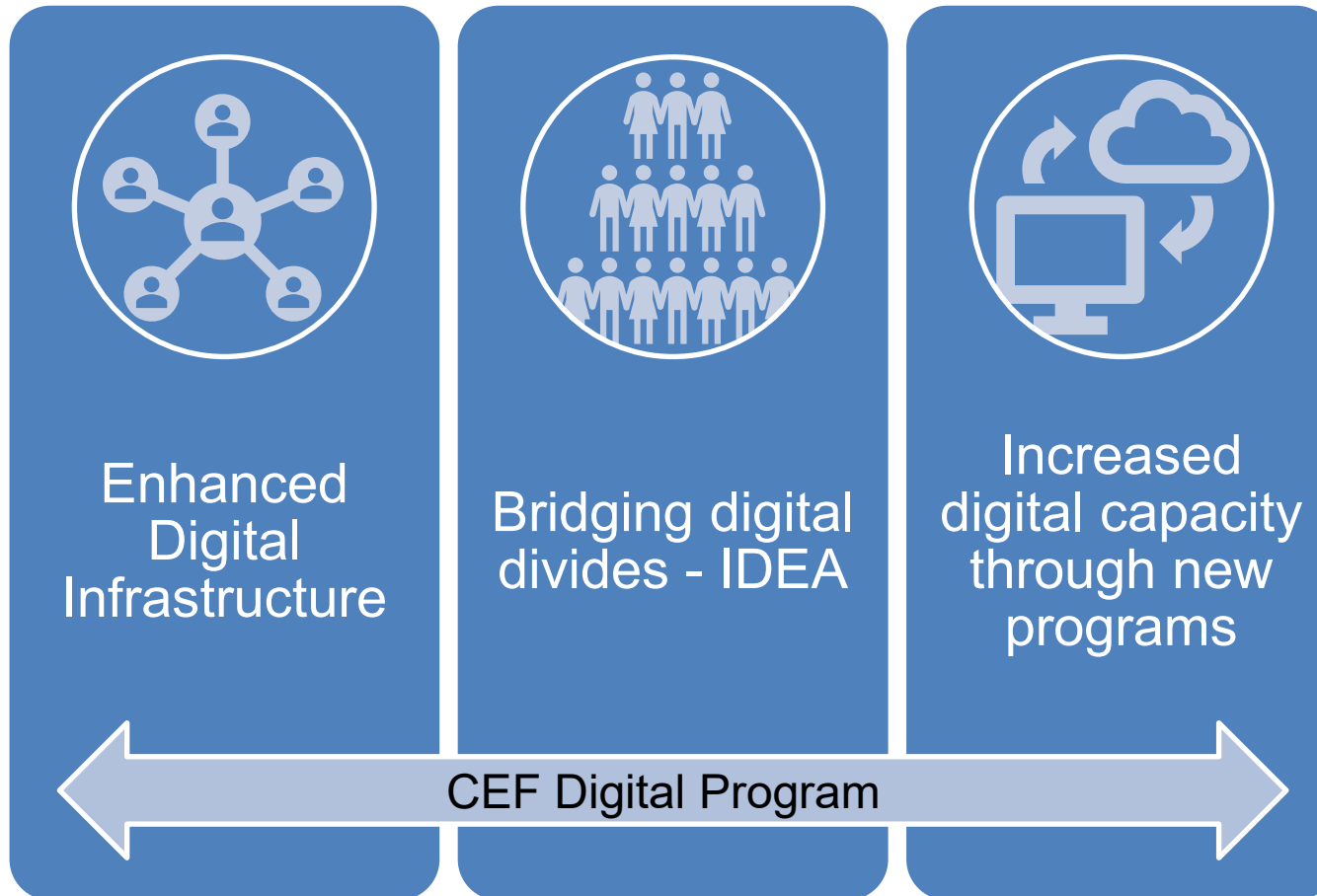
Build resident digital literacy skills, facilitate access to internet services, technological devices and digital programming.



Establish collaboration, foster innovation and shared purpose through partnership with R.R. McCann Family Foundation.

# Digital Program Impact

- Supports City's Priorities as listed in Economic Development Action Plan 2021-2025:



# Digital Program Next Steps



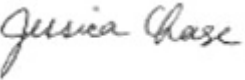




**THANK YOU**



**CITY OF HAMILTON  
CITY MANAGER'S OFFICE  
Government Relations & Community Engagement Division**

<b>TO:</b>	Chair and Members Grants Sub-Committee
<b>COMMITTEE DATE:</b>	July 3, 2024
<b>SUBJECT/REPORT NO:</b>	City Enrichment Fund 2025 Program Updates and Improvements (GRA24004)
<b>WARD(S) AFFECTED:</b>	City Wide
<b>PREPARED BY:</b>	Andrea Carvalho, (289) 260-8119 Rebecca Frerotte, (905) 546-2424 ext. 4524
<b>SUBMITTED BY:</b>	Jessica Chase Acting Director, Government Relations & Community Engagement City Manager's Office
<b>SIGNATURE:</b>	

- (a) That a multi-year funding process, which focuses on returning programs, be established within the City Enrichment Fund as a 3-year pilot, with the ability to evaluate the success of this process thereafter, and;
- (b) That the City Enrichment Fund adopt a sector based funding approach that supports funding models that are responsive to the unique needs of each program area, beginning with the 2025 funding cycle, and;
- (c) That the Director of Government Relations and Community Engagement (or their delegate or as may be appointed by the City Manager to administer the City Enrichment Fund) be delegated the authority to create and amend all City Enrichment Fund forms, guidelines and policies program areas, including but not limited to, development and amendment of application forms, declarations,

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reporting requirements, auditing practices, determining eligibility criteria and funding streams, and shall report changes annually to the Grants Sub-Committee, and;

- (d) That the Director be delegated the authority to execute any and all agreements, including any amendments and/or ancillary documents on behalf of the City in relation to the approved grants under the City Enrichment Fund, provided the documents comply with: all City policies and procedures, approved budgets and is a form satisfactory to the City Solicitor, and;
- (e) That Item (c) on the Grants Sub-Committee Outstanding Business List respecting "That staff be directed to review the (CEF) fund's current overall funding guidelines, program stream guidelines, related funding caps and report back to the Grants Sub-Committee with recommendations to ensure the fund is evolving with the needs of community" in advance of the 2025 intake" be identified as completed and removed from the outstanding business list.

## **EXECUTIVE SUMMARY**

The City Enrichment Fund (CEF) represents the City of Hamilton's (City) municipal investment in a wide range of program areas that support the City's Strategic Plan and 25-year Community Vision priorities. CEF invests in local charities, not-for-profit and grassroots organizations across seven unique sectors: Agriculture, Arts, Communities Culture and Heritage, Community Services, Digital (pilot), Environment, and Sports and Active Lifestyles.

CEF is committed to a continuous improvement approach to evolve the program in response to the growing and changing community needs. Ahead of the 2024 CEF cycle, staff engaged the public and community partners and received feedback that resulted in a set of Funding Principles and a number of long and short-term recommendations. Through this work staff have identified the following recommendations to further develop the fund and streamline the internal process, including:

- Multi-Year Funding benefits returning programs that continue to provide programming and services at a high level, who are fiscally healthy and who are committed to providing these programs to citizens during the funding period.
- Sector Based Funding supports the unique needs of the seven different CEF program areas. A responsive and equitable approach allows the City of Hamilton (City) to fund through priority areas and make greater impact.

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**SUBJECT: City Enrichment Fund 2025 Program Updates and Improvements  
(GRA24004) (City Wide) - Page 3 of 8**

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- Updated Delegated Authority reflects the program’s annual workplan and allows staff to enter into funding agreements with successful grantees.

In lead up to the 2025 CEF cycle, staff have identified several administrative improvements that provide greater applicant support and strengthen the program’s operations, including but not limited to an updated intake period, streamlining the grant portal, and program wide improvements.

These recommendations are in response to community feedback, provide greater access to the City’s funding program and support the work of staff in designing and delivering a program that is accessible and responsive to our changing community needs.

**Alternatives for Consideration – N/A**

**FINANCIAL – STAFFING – LEGAL IMPLICATIONS**

Financial: N/A

Staffing: N/A

Legal: N/A

**HISTORICAL BACKGROUND**

At the August 11, 2022, Audit Finance & Administration meeting, staff were directed to review the fund’s current overall funding guidelines, program handbooks, related funding caps and report back to the Grants Sub-Committee with recommendations to ensure the fund is evolving with the needs of community. Over the 2023 CEF cycle, staff began offering translation services, introduced the use of DocuSign, and created opportunities for new applicants with a revised funding approach.

In advance of the 2024 CEF cycle, staff consulted with community partners and the public at large to further develop recommendations for the program. Through this work a set of funding

principles and a number of short and long-term goals were developed that influence the ongoing evolution of the CEF.

At the September 14, 2023, Grants Sub-Committee meeting, staff continued to update the program and received Council approval to streamline the financial review process and amend the 30% funding policy.

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**SUBJECT: City Enrichment Fund 2025 Program Updates and Improvements  
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At this same meeting, staff were directed to review CEF's overall funding guidelines, program area guidelines, related funding caps and report back to the Grants Sub-Committee with recommendations to ensure the fund is evolving with the needs of community in advance of the 2025 intake (Report GRA23004).

On May 27, 2016 the Director of the Government Relations and Community Engagement Division 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.

The City Enrichment Fund program is committed to evolving, adapting to best practices, and meeting the changing and growing needs of the city.

**POLICY IMPLICATIONS AND LEGISLATED REQUIREMENTS – N/A**

**RELEVANT CONSULTATION**

Several divisions across the corporation play a key role in shaping and executing the direction of CEF, and provided feedback including but not limited to the following:

- Corporate Services Department – Finance and Administration Division
- Corporate Services Department – Legal Services Division
- City Manager's Office – Digital, Innovation and Strategic Partnerships Division
- Healthy and Safe Communities Department - Human Services Integration, Strategy and Quality Improvement Division
- Healthy and Safe Communities - Recreation Division
- Planning and Economic Development Department - Economic Development Division
- Planning and Economic Development Department – Tourism and Culture Division
- Public Works Department – Environmental Services Division

In addition to ongoing feedback, the public was consulted and provided feedback on updates and improvements to CEF.

- Engage Hamilton - 126 public respondents to online survey
- In-person Focus Group – 50 prior CEF applicants and community members
- Online Focus Group – 50 prior CEF applicants and community members

**ANALYSIS AND RATIONALE FOR RECOMMENDATION**

City Enrichment Fund staff are committed to transitioning the program through meaningful

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**SUBJECT: City Enrichment Fund 2025 Program Updates and Improvements (GRA24004) (City Wide) - Page 5 of 8**

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incremental changes. A combination of internal assessment and external community feedback have informed the recommendations and information within this report. Recommendations (a) Multi-Year Funding and (b) Sector Based Funding are in alignment with the feedback received and are key improvements that evolve the program with direct benefits to applicants, administrative efficiencies, and support the City’s positive impact in community.

**Multi-Year Funding Pilot**

Multi-Year Funding was first identified through community consultation in 2014 as a best practice funding model and was included in the proposed framework for the “new City Enrichment Fund” (Report FCS14024(a)). Through focus group and a public survey in 2023, community feedback indicated that 75% of the 126 respondents answered that “it is important or very important for CEF to provide multi-year funding to successful programs”.

A Multi-Year Funding process benefits applicants and staff by reducing the number of applications and administrative requirements to manage qualifying programs within the multi-year funding period. It provides organizations with predictable sustained funding, allowing organizations to redirect resources towards fundraising, securing other funding sources, and delivering programs. Through the already established CEF reporting process, qualifying multi-year funding organizations are required to submit an interim report annually to ensure they are delivering the program as outlined and approved, are meeting expected outcomes, and remain in good financial standing before successive funding is released.

The 3 year City Enrichment Fund Multi-Year Pilot is designed in support of returning applicants that receive an A rating, are in good financial standing, and are committed to providing consistent programs and services. Applicants must select the multi-year funding option and submit a brief 3-year program outline as part of the year 1 application. The pilot is designed to be complimentary to existing funding streams and eligibility criteria.

**City Enrichment Fund Multi-Year Pilot Timeline**

<b>3 Year Multi-Year Funding Pilot</b>	<b>Applicant</b>	<b>COH Staff</b>
Year 1 (2024 Nov)	Application	Receive and review application
Year 1 (2025 May)	Agreement	Offer year 1 funding to qualifying A rated organizations
Year 2 (2026 Feb)	Interim Report	Review and approve year 2 funding
Year 3 (2027 Feb)	Interim Report	Review and approve year 3 funding
Year 3 (2028 Feb)	Final Report	Review and close multi-year funding period

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**SUBJECT: City Enrichment Fund 2025 Program Updates and Improvements (GRA24004) (City Wide) - Page 6 of 8**

<b>3 Year Multi-Year Funding Pilot</b>	<b>Applicant</b>	<b>COH Staff</b>
<b>Next Multi-Year Funding Period</b>	<b>Applicant</b>	<b>COH Staff</b>
Year 1 (2027 Nov)	Application	Receive and review application

In year 1, applications are assessed through the established adjudication process. Funding amounts allocated in year 1 will establish the base funding for years 2 and 3. Multi-year funding CEF programs may receive a minor increase within the pilot period pending annual Council CEF budget approval and funding availability. Funding levels established during the multi-year funding process are not a commitment of funding in perpetuity and does not guarantee funding outside of the set multi-year period. All multi-year funding grantees must resubmit an application and repeat the process during year 1 of each multi-year funding period.

Multi-Year Funding models currently exist among several Ontario municipalities, varying between 2-5 years and are most often offered through the Arts, Culture, and Community Services sectors. The CEF Multi-Year Funding Pilot Framework and municipal data is included in the attached Appendix “A” to GRA240004.

**Sector Based Funding**

In 2018 CEF adopted a consistent funding model applied across all program areas that prioritized funding to returning programs. This approach allocated funds to returning programs first, with remaining dollars allocated to new programs when available. Annually, 20-30 passing programs did not receive any funding with this model, while returning programs remained fixed at their ‘base’ level.

In 2023, the CEF program recognized a need to better address access and equity and began by providing translation services and access to municipal support by funding all passing applications.

Implementing Sector Based Funding, requires transitioning away from a consistent funding model. Funding by sector, or by each of the 7 CEF program areas, would better address the challenges and trends impacting each community sector and would more strongly reflect objectives of the City Enrichment Fund.

Sector Based Funding prioritizes impact investing and community building. The table below lists differences between the recommended funding approach versus the current consistent funding model:

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**SUBJECT: City Enrichment Fund 2025 Program Updates and Improvements  
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<b>Sector Based Funding (Recommended)</b>	<b>Consistent Funding Model</b>
Equitable funding approach	Equal funding approach
Adaptive to community needs	Applies a single formula to determine allocations
Able to address disparities between applicants and trends by program area	Is not responsive to significant applicant program changes
Strategic funding – Balances funding envelope	Balances funding envelope
Able to adjust based on an applicant’s surplus levels	Does not modify based on financial review
Leverages the adjudication assessments	

Each of the 7 program areas are unique, with varying opportunities to access government support and to generate revenue. Each of the 7 program areas address and support unique sectors within Hamilton. Sector Based Funding recognizes that all sectors and applicants are not equal, and that it is their uniqueness that supports the City’s vision and strategic plan.

**Delegated Authority**

On May 27, 2016 the Director overseeing the City Enrichment Fund was delegated the authority to amend all forms, guidelines and program areas as needed. Since then, the CEF program has incorporated several operational improvements, is now delivered within the City Manager’s Office, and has identified an opportunity to update the Delegated Authority as a result of a recently completed internal review with the City Solicitor’s office.

The internal review revealed that the original 2016 delegate authority no longer reflected the current Director title and division, nor provided a delegate in the Director’s absence, was general with respect to the comprehensive components of CEF and did not include the authority to enter into funding agreements on behalf of the City.

Recommendation (e) to report GRA24004 provides greater clarity to the scope of authority under the Director and ensures CEF continues to operate efficiently during staff absences and organizational changes.

Recommendation (d) to report GRA24004 allows the Director to execute agreements with all Council approved grantees annually. In alignment to this recommendation, the CEF Funding Agreement has been updated to include a more robust set of terms and conditions, and, if approved will include the Director’s signature moving forward.

**Administrative Updates**

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**SUBJECT: City Enrichment Fund 2025 Program Updates and Improvements  
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CEF is managed with a continuous improvement lens to provide an applicant centered funding program. Throughout the funding cycle, staff assess each stage and develop immediate and long-term improvements within the CEF workplan. The following CEF updates reflect community and staff feedback, streamline the grant portal process, and are reflective of corporate standards:

- Annual Intake Period: October 1<sup>st</sup> to November 15<sup>th</sup>
- Improved funding agreement
- User friendly grant portal with unique sections per program area
- Clearer guideline information and clear application form
- Inclusion, Diversity, Equity, Accessibility data questions updates
- User friendly budget form and clarity on applicants' ability to scale program
- Program Area Enhancements: Digital, Communities Culture and Heritage

With an approximate 500 City Enrichment Fund users annually, ranging from applicants, adjudicators and staff, enhancing the administrative performance of CEF is a priority to ensure a user friendly and accessible program. Detailed descriptions, rationale, and status of each improvement is provided in the attached Appendix "B" to Report GRA24004.

**ALTERNATIVES FOR CONSIDERATION**

Not applicable.

**APPENDICES AND SCHEDULES ATTACHED**

Appendix "A" to Report GRA24004: City Enrichment Fund Multi-Year Funding Pilot Framework

Appendix "B" to Report GRA24004: 2025 City Enrichment Fund Administrative Updates

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## City Enrichment Fund Multi-Year Funding Pilot Framework

**Objective and Background:** To offer returning A rated City Enrichment Fund (CEF) grantees with an option to receive funding through a multi-year funding (MYF) commitment. A 3-year MYF period provides predictable and sustained funding to not-for-profit organizations that maintain good financial operations and are providing recurring programs and services.

The 3-year pilot period begins with the 2025 CEF cycle, with qualifying MYF grantees receiving a commitment of funding for years 2 and 3.

Multi-Year Funding was identified during the 2023 community consultation as a long-term strategy to provide sustained equitable funding and meets three of the initial community recommendations in the design of the CEF program:

- Increased community impact – strategic and equitable
- To be more consistent with best practices
- Flexible to address the needs of the community

**Eligibility:** In addition to meeting all of the general CEF and specific program area eligibility requirements, organizations must meet the following criteria:

- Self-identify as a multi-year candidate within the year 1 application
- Have received CEF funding for the same program in the prior year
- Submit a 3-year programming outline as part of the year 1 application
- Is in a healthy financial position according to the CEF financial review process and, if applicable, provides a deficit reduction plan and surplus justification
- Is providing the program and/or service described in the year 1 application over the 3-year MYF period
- Some Program Areas/Streams will not be eligible for MYF due to the one-time nature of the projects/intention of these funding streams, the following are those not eligible for MYF:
  - Arts
    - Capacity Building
    - Creation & Presentation
  - Communities Culture & Heritage
    - New Projects
    - Capacity Building
  - Community Services
    - Emerging Needs and Program Innovation
  - Environment
    - Capacity Building

- Sports & Active Lifestyles
  - Long Term Athlete Development Planning & Implementation
  - Sports Awareness
  - Capacity Building
  - Sport Development & Inclusion
  - Accessibility
  - Active For
- Any other one-time project as arising
- Any Anniversary related program

**Implementation and Process:**

Qualifying multi-year funding organizations will receive a 3-year funding commitment, subject to annual Council budget approvals. MYF organizations are required to submit a program report and funding agreement each year.

Funding Levels: The funding level allocated in year 1, will establish the base funding for years 2 and 3. Pending CEF budget availability, MYF organizations may receive a minor increase within the MYF period. Funding levels established during a MYF period are not a commitment of funding in perpetuity and does not guarantee funding outside of the set multi-year period.

The Multi-Year Funding Pilot will be implemented within the established CEF timeline for each stage: application, reporting, agreements, and funding payments.

<b>Multi-Year Funding 3-year Pilot 2025-2027 Implementation and Timeline</b>	
Year 1 (2024 July)	Staff update guidelines, webpage, grant portal to ensure public awareness of all CEF changes
Year 1 (2024 Oct)	2025 intake - Applicants indicate preference for MYF consideration within the application
Year 1 (2025 Jan)	Applications are reviewed by the adjudication teams, A rated MYF applications are noted
Year 1 (2025 May)	Annual CEF recommendations presented to Council for consideration
Year 1 (2025 May)	Approved MYF grantees are notified and must confirm entering into a 3-year funding commitment.
Year 1 (2025 June)	Year 1 funding released
Year 2 (2026 Feb)	Interim Report - MYF grantees submit a report for approval (no application is required)
Year 2 (2026 June)	Year 2 funding agreement and payment
Year 3 (2027 Feb)	Interim Report - MYF grantees submit a report for approval (no application is required)
Year 3 (2027 June)	Year 3 funding agreement and payment
Year 3 (2028 Feb)	Final Report – MYF pilot closed

Next Multi-Year Funding Period	
Year 1 (2027 Oct)	2028 intake: Applicants indicate preference for MYF consideration within the application.

**Evaluation:**

In year 3 and conclusion of the multi-year timeline, staff will assess the pilot to determine:

- The impact and satisfaction of applicants
- Measure staff workplans and efficiencies provided through the pilot
- The viability of a permanent multi-year process

**Summary of Municipal Scan**

Municipality	Grant Program
<b>City of Toronto</b>	<p>3 Year - Community Service Partnerships</p> <ul style="list-style-type: none"> <li>○ Core Operations</li> <li>○ Program</li> </ul> <p>3 Year - Community Service Youth Violence Prevention</p> <p>2-3 Year - Cultural Festivals</p> <p><b>Overview and/or Eligibility:</b> Youth Violence offered to priority neighbourhoods identified; Cultural Festival open to returning successful applicants.</p>
<b>Toronto Arts Council (TAC)</b>	<p>3 Year – Arts Operating</p> <ul style="list-style-type: none"> <li>○ Between 70-65% of funds go towards</li> </ul> <p><b>Overview and/or Eligibility:</b> On behalf of the City of Toronto, TAC administers the arts funding program. Organizations may apply within the annual or multi-year categories.</p>
<b>City of Ottawa</b>	<p>3 Year</p> <ul style="list-style-type: none"> <li>○ Arts Operating</li> <li>○ Heritage Operating</li> <li>○ Agricultural Fairs</li> <li>○ Festivals (Arts and Cultural)</li> </ul> <p>5 Year</p> <ul style="list-style-type: none"> <li>○ Community Services Sustainability</li> <li>○ Arts Festivals – 4yr operations, demonstrate financial stability, have received prior funding</li> </ul>

	<p><b>Overview and/or Eligibility:</b> Funding priorities are applied to successful applicants following adjudication; Interim reports submitted annually.</p>
<p><b>City of London</b></p>	<p>3 Year - Community Services, Community Development Grants</p> <p><b>Overview and/or Eligibility:</b> Organizations are eligible to apply for both Multi-Year and Annual funding opportunities in the same funding cycle.</p>
<p><b>City of Cambridge</b></p>	<p>MYF by Council commitment</p> <ul style="list-style-type: none"> <li>○ MYF organizations submit a report to Community Grant Program, but it’s unclear how an org qualifies for MYF.</li> </ul>
<p><b>City of Burlington</b></p>	<p>3–4-year Community Services - Community Development Fund</p> <p><b>Overview and/or Eligibility:</b> Open year-round, rolling deadline.</p>
<p><b>City of Guelph</b></p>	<p>1-2 Year Community Grants</p> <p><b>Overview and/or Eligibility:</b> Established in 2019, grantees submit annual financial reports.</p>

### 2025 City Enrichment Fund Administrative Updates

The City Enrichment Fund (CEF) program is operated with a continuous improvement lens. Each year staff assess CEF to apply administrative improvements across all areas of the program. The following table outline the incoming CEF program updates to better serve applicants, staff, and reflect the community/tech/expectations.

Update	Rational and Impact
<p>New application intake period.</p> <p>October 1- November 15</p>	<p>To accommodate community engagement, the 2024 intake period was moved to Nov.1-Dec 15. Staff received unexpected positive feedback about the pushed intake period from many applicants.</p> <p>A Oct.1 – Nov. 15 intake period accommodates applicants during the demanding September and December months and shortens the overall CEF timeline.</p> <p>Agriculture applicants commented that a moved intake period would interfere less with harvest season, and for many arts and cultural organizations a later intake period is preferred, avoiding the busy September schedules.</p> <p><i>Status: In progress</i></p>
<p>CEF Funding Agreement</p>	<p>Modernizing the CEF Funding Agreement to better outline the roles and responsibilities of both the City of Hamilton and grant recipient, to reduce risk, and improve clarity of obligations for both parties. Phase 1 included extensive revisions to the funding agreement through the City Solicitors office. Phase 2 will be continued improvement of these agreements including signatures from Director of Government Relations &amp; Community Engagement on behalf of the City, and varied levels of agreement dependent on applicant funding levels.</p> <p><i>Status: Phase 1 Complete; Phase 2 In progress</i></p>
<p>Grant Portal</p>	<p>The grant portal currently consists of a single online submission form that was designed with generalized language and included questions not applicable to each program area.</p> <p>Following a successful pilot period, the grant portal is being updated to offer submission options specific to each program area, using accessible language and prompts.</p> <p><i>Status: In progress</i></p>
<p>Guidelines and Handbooks Information</p>	<p>Update guidelines and handbooks to provide clearer and consistent language overall including:</p> <ul style="list-style-type: none"> <li>• Provide additional definitions within the glossary, including clarification of new vs returning applicants, resident of Hamilton</li> </ul>

	<p>and others where applicable</p> <ul style="list-style-type: none"> <li>• Provide clearer policy language – particularly on number of applications per program an applicant is eligible to submit.</li> </ul> <p><i>Status: In progress</i></p>
<p>IDEA Inclusion, Diversity, Equity, Accessibility data questions updates</p>	<p>Current IDEA data collection pre-dates City’s IDEA as terminology City wide. Working with internal performance and evaluation specialists to ensure data is both comparable to previous years, and collects more nuanced information regarding who is reflected on the governing bodies of grantees, who they serve, and who is present within their audiences/clients.</p> <p><i>Status: In progress</i></p>
<p>Budget Form and applicant program</p>	<p>Improve user friendliness of budget form and update question language to seek clarity on applicants’ ability to scale programs depending on grant levels received.</p> <p><i>Status: In progress</i></p>
<p>Program Area Updates</p>	<ul style="list-style-type: none"> <li>• Digital, updated to Digital Equity -             <ul style="list-style-type: none"> <li>○ Updates to Digital Program if approved as permanent component of CEF, including potentially revised streams for one-time versus ongoing projects.</li> </ul> </li> <li>• Communities Culture and Heritage             <ul style="list-style-type: none"> <li>○ Events &amp; Established Activities – Small Requests- increase maximum request from \$5,000 to \$15,000                 <ul style="list-style-type: none"> <li>▪ Enable events which are performing poorly in Events &amp; Established Activities -Large to be more successful in smaller request category, many applicants apply within the large category due to funding maximums, not understanding that differing set of criteria.</li> </ul> </li> <li>○ New Projects- Lower request from \$35,000 to \$15,000                 <ul style="list-style-type: none"> <li>▪ Set expectations for groups approaching CEF for the first time to have reasonable requests for new events or projects. This lower request amount will then provide a straightforward path as they become eligible to apply from New Projects to Events &amp; Established Activities -Small</li> </ul> </li> <li>○ One application per organization to CCH-New Projects and E&amp;EA- Large                 <ul style="list-style-type: none"> <li>▪ To manage increasing requests to the Communities, Culture &amp; Heritage Stream</li> </ul> </li> </ul> </li> </ul> <p><i>Status: In progress</i></p>



**CITY OF HAMILTON**  
**CITY MANAGER'S OFFICE**  
**Government Relations & Community Engagement Division**

<b>TO:</b>	Chair and Members Grants Sub-Committee
<b>COMMITTEE DATE:</b>	July 3, 2024
<b>SUBJECT/REPORT NO:</b>	City Enrichment Fund – Appeals Process (GRA24002(a))
<b>WARD(S) AFFECTED:</b>	City Wide
<b>PREPARED BY:</b>	Andrea Carvalho (289) 260-8119 Rebecca Frerotte (905) 546-2424 Ext. 4524
<b>SUBMITTED BY:</b>	Jessica Chase Acting Director, Government Relations & Community Engagement City Manager's Office
<b>SIGNATURE:</b>	<i>Jessica Chase</i>

**RECOMMENDATION**

- (a) That, the 2024 City Enrichment Fund Bridge Funding Process (as outlined in the attached Appendix “A” to Report GRA24002(a)), be approved;
- (b) That, the 2024 City Enrichment Fund Appeals Process (as outlined in the attached Appendix “B” to Report GRA24002(a)), be approved, and that staff be directed to report back on the permanency of an appeals process to the Grants Sub-Committee in advance of the 2025 recommendations, and;
- (c) That the Director of Government Relations and Community Engagement ((or their delegate or as appointed by the City Manager) (the “Director”) be delegated the authority to approve and execute any and all agreements, amendments and/or ancillary documents on behalf of the City in relation to the one-time 2024 Bridge funding process outlined in Appendix “A” attached to Report GRA24002(a), and one-time 2024 Appeal funding process outlined in Appendix “B” attached to Report GRA24002(a) , provided the documents comply with: all City policies and procedures, and is in a form satisfactory to the City Solicitor, and;



- (d) That, the City Enrichment Fund Bridge Funding Process be funded one-time from the City Enrichment Fund Reserve #112230, and where additional funds are required from first from the Tax Stabilization Reserve 110046, up to a total combined maximum of \$418,016, be approved;
- (e) That, the City Enrichment Fund Appeals Process be funded one-time from the Tax Stabilization Reserve (110046), up to a total maximum of \$50,000, be approved.

## **EXECUTIVE SUMMARY**

Launched in 2015, the City Enrichment Fund's (CEF) community informed guidelines and approval criteria for a corporate wide municipal funding program did not include an appeals process. In 2023, the CEF program transitioned towards a more accessible model, which funded all passing applicants, but did not maintain historical funding levels for returning applicants. In 2023, community concerns were identified and Council approved a one-time appeals process. The 2023 appeals allocated an additional \$687,492 to 75 applicants whose programs were adversely affected by the new funding model.

In 2024, CEF received an unprecedented number of applications and funding request totals that exceeded the available funding envelope by 83%. After examining several funding models, and to provide the best possible outcome to the majority of successful applicants, the 2024 allocations for returning programs were matched at the 2023 pre-appeal funding levels. At the May 13, 2023, Grants Sub-Committee meeting, Council directed staff to report back with a recommended appeals process for the CEF and additional funding that may be required to the July 3, 2024, Grants Sub-Committee meeting.

Recommendations (a) and (b) provide qualifying applicants an opportunity to request additional one-time funding during the CEF transition period. Staff are recommending two streams of one-time funding as described below:

- Bridge Funding is a one-time process designed to support returning applicants who received an A rating. Applications for Bridge Funding will be accepted from July 25 to August 22, 2024, and reviewed on a rolling basis, subject to eligibility criteria.
- The one-time Appeal Process is introduced for 2024 to address applicants facing extenuating circumstances. All 2024 CEF applicants facing extenuating circumstances are eligible to apply. The total funding available budget for all appeals is up to \$50,000 and will be assessed on a case-by-case basis. Applications for the Appeal Process are accepted from July 25 to August 22, 2024, and reviewed by staff. A subsequent report on the permanency of an

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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.

appeals process will be presented to Council in advance of the 2025 CEF funding recommendations.

To ensure applicants receive timely support ahead of the 2025 CEF funding cycle, it is recommended that the Director of Government Relations & Community Engagement receive delegated authority to approve and enter into funding agreements under the Bridge and Appeal processes.

The Bridge and Appeal funding processes aim to address community concerns related to the 2024 CEF Funding recommendations in an equitable and sustainable manner. Based on eligibility, applicants may seek support through either the Bridge or Appeals process, ensuring a comprehensive and fair process.

### **Alternatives for Consideration – See Page 7**

### **FINANCIAL – STAFFING – LEGAL IMPLICATIONS**

Financial: Use of The City Enrichment Fund Reserve #112230 approximately \$277,970, Use of the Tax Stabilization Reserve 110046 up to a total of \$140,046.

Staffing: N/A

Legal: N/A

### **HISTORICAL BACKGROUND**

Launched in 2015, the CEF presented overall guidelines and specific program area criteria approved within report FCS14024(b), 2014. The CEF funding guidelines do not currently have a defined process to allow applicants to appeal the outcomes of the funding recommendations either due to insufficient funds in the CEF budget, or due to extenuating circumstances impacting the applicant.

In 2023, the CEF program implemented a funding model whereby previous funding levels were not matched and all passing applicants received funding. The public was informed of this changed funding approach following the typical public information period. As a result, Council approved a one-time appeals process to support communities and organizations that were adversely impacted and/or experiencing hindered operations due to the 2023 recommendations (May 18, 2023 Audit, Finance and Administration Committee Report 23-008, approved at Council on May 24, 2023 Council Minutes 23-010).

In 2024, CEF received the highest number of applications and funding requests, 427 and \$13,122,750 respectively. With a maximum budget of \$7,195,440, the 2024

allocations were calculated based on 2023 the pre-appeal funding levels for returning applicants to maximize the funding envelope.

Beginning in 2023, the CEF program has been evolving to better respond to community needs, provide equitable funding, and access to new applicants. In an effort to extend support during this transition, at its May 22, 2024 meeting, Council directed staff to report back with a recommended appeals process for the CEF and additional funding that may be required to the July 3, 2024 Grants Sub-Committee meeting.

In 2023 and 2024, the CEF program has made several transitions to ensure access, equity, and the long-term viability of the City of Hamilton (City)'s central funding program.

## **POLICY IMPLICATIONS AND LEGISLATED REQUIREMENTS – N/A**

## **RELEVANT CONSULTATION**

Several divisions across the corporation have been consulted in the development of the recommendations in this report, and provided feedback including but not limited to the following:

- General Manager – Corporate Services Department
- Corporate Services Department – Finance and Administration Division
- Corporate Services Department – Legal Services Division
- City Manager's Office – Digital, Innovation and Strategic Partnerships Division
- Healthy and Safe Communities Department - Human Services Integration, Strategy and Quality Improvement Division
- Healthy and Safe Communities - Sports Policy and Allocations Division
- Planning and Economic Development Department - Business Development Division
- Planning and Economic Development Department – Tourism and Culture Division
- Public Works Department – Environmental Services Division

## **ANALYSIS AND RATIONALE FOR RECOMMENDATIONS**

In 2023, to better serve the growing community and evolve the program towards greater access, the CEF program began transitioning away from legacy and/or base funding. Instead, funding was allocated using a single formula within rating groups to maximize the funding envelope and applied equally to new and returning applicants. Several organizations across the community expressed concern that this approach would negatively impact their operations and programming. In response, Council approved a

motion directing staff to offer a one-time appeal process, which provided 75 applicants with an additional \$687,492 from the CEF reserve.

Following community feedback, all 2024 passing applications received funding, and allocations were developed based on two groups, new and returning programs. Using a consistent funding model, as previously directed, several funding scenarios were considered, all of which yielded less funding to returning programs overall. To meet the growth in applicants and requests, the approved 2024 allocations were based on the 2023 pre-appeal funding levels for returning applicants.

Using a consistent funding model across all areas of CEF, while equal, does not allow a nuanced approach to differentiated needs and equitable considerations. Consequently, several organizations raised concerns that using the 2023 pre-appeal funding levels, as the basis for the 2024 recommendations negatively impacts the approved programs and services delivered by grantees.

A municipal and jurisdictional scan of grant programs revealed that seven of the eighteen comparable municipalities offered an application or written appeal, complaints, or dispute resolution process. The appeal outcomes were approved by the grant program Director in the majority of municipalities compared. The eligibility, assessment, and overall appeals process varied widely. A summary of the findings of this municipal and jurisdictional best practice scan can be found in Appendix “C” attached to GRA24002(a).

To move forward, staff identified the need for two streams of one-time funding. This includes one for qualifying returning grantees to receive Bridge funding, during the CEF transitional period and a second whereby applicants may appeal the funding results due to extenuating circumstances related to their application and/or organization. The separate processes recommended within this report is in support of the distinct circumstances facing applicants.

#### Bridge Funding:

One-time Bridge funding continues support to grantees with hindered operations due to the changes to CEF during a time of transition. Planned 2025 CEF enhancements are expected to address these concerns and, moving forward, build sustainability.

As a one-time opportunity, Bridge Funding is designed to be a simple, user-friendly process. Full details of Bridge Funding are detailed in Appendix “A” attached to GRA24002(a), with the following overview:

- Eligibility: Open to successful returning, A rated 2024 CEF applicants.

- Bridge Funding: Requests must not exceed the 2023 combined total CEF funding levels (CEF annual funding + appeal). Successful Bridge applicants will receive 100% of the difference between their 2023, post-appeals funding total, and their 2024 Funding Recommendation.
- Application: Applicants must meet eligibility and indicate the impact and/or financial hardship affecting the program.
- Timeline: Bridge Funding applications will open between July 25 and August 22, 2024 and be reviewed and approved on a rolling basis in the order in which they are received.

The one-time Bridge process is designed to serve CEF applicants that demonstrate a high level of achievement recognized through an A rating, to ensure that the programs serving residents are feasible and that organizations continue to thrive.

#### Appeal Process:

The CEF Appeal Process is designed to address applicants whose programs are challenged due to the 2024 CEF results as a result of one-time extenuating circumstances.

This Appeal process is designed to respond to pressing needs and compassionately address the challenges faced by not-for-profit organizations in community through a one-time appeal. Applicants must demonstrate, that extenuating circumstances existed that impacted the application results, and that their applications may require further review, or additional support. A limited budget of \$50,000 will be awarded across all appeal applications. CEF reserves the right to not allocate any of these funds if extenuating circumstances are satisfactory.

Full details of the Appeals process are detailed in Appendix “B” attached to GRA24002(a), with the following overview:

- Eligibility: All eligible 2024 CEF applicants.
- Appeal Requests: The Appeals commitment will work within a total funding envelope of \$50,000 and makes no guarantee of successful appeals receiving either the entirety of their original funding request or of their appeal request amount.
- Applications: Applicants must describe the rationale for an appeal, detailing the extenuating circumstance(s).

- Timeline: The Appeals process will be open between July 25 and August 22, 2024.
- Assessment: Appeal requests will be reviewed by staff to establish eligibility, and to assess the presented extenuating circumstances.
- Recommendations: Appeals applications will be assessed individually with funding levels determined on a case-by-case basis.
- Appeals will not change the original rating received by an application through the CEF Adjudication process.
- This Appeals process is not intended to address global, national, or provincial issues beyond our control, for example the cancellation of any other funding programs/sources, natural disasters, pandemics or other force majeure.

Staff are seeking delegated authority for the Director of Government Relations & Community Engagement to authorize both the Bridge and Appeals funding based on the processes outlined in Appendix “A” and Appendix “B” attached to GRA24002(a).

The delegated authority allows staff to address the time-sensitive nature of funding, with many organizations having already launched the programs, projects, and operations presented within the CEF applications and in advance of the 2025 City Enrichment Fund funding cycle.

The Bridge and Appeal funding processes are mutually exclusive. Applicants may request support through either, but not both opportunities. Staff will evaluate these processes and report back to Council the results and the viability of a permanent appeals process in advance of the 2025 recommendations. Together, these processes are designed to address outstanding issues related to the 2024 CEF Funding recommendations in an equitable and achievable approach.

## **ALTERNATIVES FOR CONSIDERATION**

Council may choose either of the following alternatives, which open the Bridge funding process to a broader eligibility criterion than only those applications rated “A” as recommended above.

Alternative 1:

An alternative for consideration is to allow all returning applicants, with an A, B, or C Rating, who received a lower funding recommendation in 2024 than their combined 2023 CEF grant and appeals funding total. Funding for all eligible Bridge recipients

would be up to 100% of the difference between these funding allocations. The financial implications of Alternative 1 would be that the Bridge Funding process would total \$518,000.

Alternative 2:

An alternative for consideration is to allow all returning applicants, with an A, B, or C Rating, who received a lower funding recommendation in 2024 than their combined 2023 CEF grant and appeals funding amount. In this alternative, the total amounts each applicant is eligible to receive could be differentiated based on the established ratings. The financial implications of Alternative 2 would total \$490,000.

A Rating – Up to 100% difference between 2024 and 2023 funding amounts.

B Rating – Up to 75% difference between 2024 and 2023 funding amounts.

C Rating – Up to 50% difference between 2024 and 2023 funding amounts.

**APPENDICES AND SCHEDULES ATTACHED**

Appendix “A” to Report GRA24002(a): 2024 City Enrichment Fund Bridge Funding Process

Appendix “B” to Report GRA24002(a): 2024 City Enrichment Fund Appeals Funding Process

Appendix “B” to Report GRA24002(a): Municipal Best Practices & Jurisdictional Scan Summary

## **2024 City Enrichment Fund Bridge Funding Process**

**Objective:** To provide returning City Enrichment Fund (CEF) applicants with an opportunity to receive one-time Bridge funding during a transitional year for the City Enrichment Fund. This is not intended as a multi-year commitment, nor a commitment to offer this process in future years.

**Eligibility:** To be eligible to apply for one-time Bridge funding, 2024 City Enrichment Fund applicants must meet all the following eligibility requirements. Those applications who do not meet these requirements may consider applying to the Appeals process as an alternative:

- Applicants must have received a funding recommendation as part of the 2024 CEF program.
- Applicants must have received an "A" rating as part of the adjudication process, those with a "B", "C", or "D" rating, DNQ, or applications that were "Withdrawn" are not eligible to apply.
- Applicants must be returning to the program, defined as the following:
  - **Returning Applicants:**
    - Organizations that applied for and received funding for the same program in the same CEF program area and stream in the immediate previous year.
    - Community Services: Includes applicants transitioning from the "Emerging Community Needs" stream to the first year in the stream of impact.
    - Funding must have been granted through program recommendations, not through motion, or other appeals methodology.
- Applicants must have received less funding in 2024 than the total amount received in 2023 through the annual CEF recommendations and appeals funding.
- Receiving Appeals funding in 2023 does not immediately qualify applicants for Bridge Funding in 2024, unless all other criteria are met.



- Applicants are only able to apply either to the Appeals funding process or the Bridge funding process but not both.
- Applicants must submit a brief application requesting and outlining the challenges faced due to the 2024 recommendations.

**Implementation and Process:**

**1. Intake Period:**

On July 25, 2024 an application form, through the grant portal, and Bridge funding information will be shared with all CEF applicants. The deadline to complete the form will be August 22, 2024. A reminder will be sent to applicants one week prior to August 22<sup>nd</sup> Bridge funding deadline.

**2. Application Form Contents:**

The Application form will require applicants to confirm that they meet the eligibility criteria (verified by CEF staff) and briefly describe the impact due to receiving less funding in 2024, compared to 2023 post-appeals allocations.

**3. Rolling Review:**

Bridge Funding applications will be reviewed on a rolling basis, with applicants receiving results in the order in which the completed applications are received.

**4. Grant Approval:**

The Director of Government Relations & Community Engagement will approve Bridge funding. Applicants must submit a form prior to the deadline, meet all of the criteria, and have enumerated an impact of reduced funding. Bridge funding amounts will be based on the following formulas:

A Rated Returning Applicants	100% of the difference between 2024 Recommended Grant, and 2023 Total CEF Funding (Recommendation + Appeal)
B, C, D Rated Applications, DNQ Applications, Withdrawn Applications, New Applicants of any Rating	No Funding Recommendations will be made.

*Example:* In 2023, applicant X received \$10,000 in CEF funding , and an appeals amount of \$5000, to a total 2023 funding amount of \$15,000. Applicant X applied again in the same program area and stream for the same program as last year, this year applicant X received an A Rating through adjudication, and a funding recommendation of \$10,300. If a Bridge funding application is

submitted and approved, Applicant X would be eligible for \$4,700 in Bridge funding.

(2023 Funding Recommendation + 2023 Appeals Funding Amount)  
– 2024 Funding Recommendation = Bridge Funding Maximum.

**5. Funding Agreements:**

Funding agreements will be issued to applicants who are approved by the Director of Government Relations & Community Engagement.

**6. Reporting:**

A communication update will be sent to Council in mid-September outlining all Bridge requests received, and those approved by the Director of Government Relations & Community Engagement.

**7. Accountability:**

Recipients of Bridge Funding are required to report back on this funding, as part of their 2024 CEF Final Report. All policies around use of funds, payment schedule and requirements of the broader CEF program continue to be applicable.

## **2024 City Enrichment Fund Appeals Funding Process**

**Objective:** To provide City Enrichment Fund (CEF) applicants with a one-time opportunity to appeal their 2024 application outcome(s) when extenuating circumstances may exist requiring further review, or additional support. A maximum of \$50,000 will be awarded across all applications to this process. The CEF team reserves the right to not allocate any of these funds if extenuating circumstances are not demonstrated successfully.

**Eligibility:** To be eligible for one-time Appeal funding, 2024 City Enrichment Fund applicants must meet all the following eligibility requirements.

- Applicants must have submitted an application during the original CEF 2024 intake period of November 1, 2023 to December 15, 2023.
- Applicants must be eligible to receive CEF funding based on the existing program criteria published in the General Guidelines and Program Area Handbooks.
- Applicants are only able to apply either to the Appeals funding process or the Bridge funding process but not both.
- A brief application, submitted through the grant portal is required, requesting Appeals funding.

### **Implementation and Process:**

#### **1. Intake Period:**

On July 25, 2024 an application form, through the grant portal, and Bridge funding information will be shared with all CEF applicants. The deadline to complete the form will be August 22, 2024. A reminder will be sent to applicants one week prior to August 22<sup>nd</sup> Bridge funding deadline.

#### **2. Application Content:**

The application form will request applicants to confirm eligibility. Additionally, the form will require applicants to include a dollar value request within the appeal.

The application form requires applicants to describe the extenuating circumstances regarding how, and why an appeal is required. Examples of extenuating circumstances include but are not limited to:

- Turnover in key grant writing personnel during the intake period of CEF 2024, or;
- Unaddressed personal and/or professional barriers at time of application.

**3. Review Process:**

All Appeal applications will be reviewed by a panel of three CEF staff made up of one Program Manager from the program stream the applicant initially applied to, and two Program Managers from separate program areas of CEF. Each will review the Appeal application to determine the following criteria:

- A) the application is eligible for appeals;
- B) the information contained therein is believed to rise to the level of extenuating circumstances;

A score of 3/3 is required on criteria A, and a score of 2/3 is required on criteria B in order to be considered a "Passing" Appeal.

Once all Appeals have been reviewed, all Passing Appeals will receive a funding recommendation within the total envelope of \$50,000. This will be based on available funds and request value outlined in the application. Applicants cannot appeal for more than their original 2024 CEF request. Applicants are also bound by the existing Program Area and Stream maximums. CEF staff will present the appeal results to the Director of Government Relations & Community Engagement.

**4. Grant Approval:**

2024 Appeal funding will be approved by the Director of Government Relations & Community Engagement.

**5. Reporting:**

A communication update will be sent to Council in mid-September outlining all Appeals requests received, and those approved by the Director of Government Relations & Community Engagement.

**6. Funding Agreements:**

Funding agreements will be issued to applicants who are approved by the Director of Government Relations & Community Engagement.

**7. Accountability:**

Successful Appeal funding recipients will report on both their CEF Funding Recommendation, and Appeals Funding within their 2024 CEF Final Report. All policies around use of funds, payment schedule and requirements of the broader CEF program continue to be applicable.

**Limitations of the Appeal Funding Process**

- Appeals will not change the original rating received by an application through the CEF Adjudication process.
- This Appeals process is not intended to address global, national, or provincial issues beyond our control, including the cancellation of any other funding programs/sources, natural disasters, pandemics or other force majeure.
- This appeals process is one-time in nature, it does not affect an application's new vs. returning status for future CEF applications and does not imply any ongoing commitment.
- The Appeals commitment will work within a funding envelope of \$50,000 and makes no guarantee of successful appeals receiving either the entirety of their original funding request or of their Appeal request amount.
- Appeals funding will be assessed on a case-by-case basis, and CEF staff may or may not use a consistent formula in applying appeals funding allocations.

**Summary of Municipal Best Practices & Jurisdictional Scan**

Municipality & Population	Grant Program(s)	Appeals Process	Grant Decision Appeals Policy (detailed where available)/ Overview
City of Windsor  P: 229,660	Arts, Culture & Heritage Fund	No	<p>If you have been awarded a conditional grant, the grant cheque will be issued when the conditions have been fulfilled. The grant notification letter will describe any conditions associated with a grant. It is the responsibility of an organization receiving a conditional grant to share this information with its board of directors or governing body.</p> <p>After grant notification, and upon request, the Culture office will provide organizations with a verbal summary of jurors’ comments and information about the context in which the grant decision was made if available. The ACHF Jury is not required to provide feedback on every application; feedback may not be available.</p> <p>All decisions of the jury are final and cannot be appealed.</p> <p><b>Source:</b> <a href="http://citywindsor.ca">ACHF Guidelines (citywindsor.ca)</a></p>
City of Brampton  P: 656,480	Advance Brampton Fund	No	<p>The scores awarded to applications by reviewers are considered final. Final approval of funding decisions is made by the Commissioner, Community Services upon written request from the Grants Administration Officer.</p> <p><b>Source:</b> <a href="http://brampton.ca">2024 ABF Guidelines V.6.2 (final).pdf (brampton.ca)</a></p>
City of Ottawa  P: 1,017,449	Community Funding	No	<p>N.B. – No mention of Appeals in policy.</p> <p><b>Source:</b> <a href="https://documents.ottawa.ca/sites/documents/files/Document%201%20-%20CFF%20Funding%20Policy%20Statements%20EN.pdf">https://documents.ottawa.ca/sites/documents/files/Document%201%20-%20CFF%20Funding%20Policy%20Statements%20EN.pdf</a></p>

Municipality & Population	Grant Program(s)	Appeals Process	Grant Decision Appeals Policy (detailed where available)/ Overview
<p>City of Brantford</p> <p>P: 104,688</p>	<p>City Grants for Non-Profit Groups and Individuals</p> <p>Community Cultural Investment Program</p> <p>City of Brantford Grants Program (Administered by the Brant Community Foundation)</p>	<p>No</p>	<p>4. Decisions of the grants committee are final.</p> <p><b>Source:</b> <a href="#">City-Grants-Guidelines-Fall-2023.pdf (brantcommunityfoundation.ca)</a></p>
<p>City of Waterloo</p> <p>P: 121,436</p>	<p>Arts Grant Neighbourhood Grant</p>	<p>No</p>	<p>7.0 Appeals Appeals will not be considered. The decisions of the Grant Assessment Committee regarding applicant eligibility, application assessment, and grant allocation will be considered final.</p> <p><b>Source:</b> <a href="#">Arts Grant Policy (waterloo.on.ca)</a></p> <p>6.0 Appeals Appeals will not be considered. The decisions of City staff and the Neighbourhood Grant Review Committee regarding applicant eligibility, application assessment, and grant allocation will be considered final.</p> <p><b>Source:</b> <a href="#">Neighbourhood Grant Policy (waterloo.on.ca)</a></p>

Municipality & Population	Grant Program(s)	Appeals Process	Grant Decision Appeals Policy (detailed where available)/ Overview
City of Kitchener  P: 256,885	Community Grants	No	<p><b>Approval process</b> After the committee reviews the applications, they will contact applicants to share their recommendations and the appeal process. Each year in March, the Community and Infrastructure Services Committee (CISC) considers the committee’s recommendations. Then, city council considers the CISC’s decisions and gives final approval. After council approval, we contact applicants with their final grant amounts and issue payments.</p> <p><b>Source:</b> <a href="https://www.kitchener.ca/en/taxes-utilities-and-finance/community-grants.aspx">https://www.kitchener.ca/en/taxes-utilities-and-finance/community-grants.aspx</a></p>
City of Guelph  P: 143,740	Guelph Community Grant Program	No	<p>16. The Community Grant Program does not have an appeals process for unsuccessful applications</p> <p><b>Source:</b> <a href="https://guelph.ca/wp-content/uploads/Community-Grant-Policy.pdf">https://guelph.ca/wp-content/uploads/Community-Grant-Policy.pdf</a></p>
City of St. John’s  P: 110,525	Community Services Grants Policy	No	<p>No Appeals Process at this time- Confirmed through correspondence with St. John’s Grant Staff.</p> <p><b>Source:</b> <a href="http://stjohns.ca/en/city-hall/resources/Documents/Community-Services-Grants-Policy.pdf">stjohns.ca/en/city-hall/resources/Documents/Community-Services-Grants-Policy.pdf</a></p>



Municipality & Population	Grant Program(s)	Appeals Process	Grant Decision Appeals Policy (detailed where available)/ Overview
City of Thunder Bay  P: 122,258	Community Partnership Grants	No	<p><b>Proposal Evaluation</b></p> <p>The project proposal for each application will be analyzed and evaluated by the Grant Review Team, along with subject matter experts in relevant Departments where applicable. Upon completing internal analysis, Administration will bring forward a corporate report to Council which will include recommendations based on the evaluation conducted by the Grant Review Team. Council will decide whether or not to accept Administration’s recommendations. Approval in principle may be provided for eligible capital projects prior to other funding sources being secured. This may be necessary in order that the organization can apply for funding from other sources. In these cases, the approval will include conditions that must be met prior to the release of any City funds, such as evidence of approval of the application for funding from other sources.</p> <p><b>Source:</b> <a href="https://www.thunderbay.ca/en/city-hall/resources/Documents/By-laws/05-06-02-Community-Partnership-Policy-accessible.pdf">https://www.thunderbay.ca/en/city-hall/resources/Documents/By-laws/05-06-02-Community-Partnership-Policy-accessible.pdf</a></p>
City of Victoria  P: 91,867	City Grants	No	<p><b>6. Decision Making</b></p> <p>Staff will review all applications and evaluate based on the eligibility requirements. All eligible grant applications will be presented to Council for review. Eligible applicants applying for the Strategic Plan Grants will be required to make a presentation to Council. City Council will decide on all the grant allocations.</p> <p><b>Source:</b> <a href="#">Microsoft Word - Appendix A - City of Victoria Grant Policy Feb 2016.docx (escribemeetings.com)</a></p>
City of London  P: 422,324	London Community Grants Program	Yes	<p><b>6. Grant Appeals Process</b></p> <p>6.1. City Staff will contact all applicants to inform them of their success or decline of their application. Upon notifying all applicants the appeals process will commence.</p> <p>6.2. All applicants will be notified of the appeals process and timelines.</p>

Municipality & Population	Grant Program(s)	Appeals Process	Grant Decision Appeals Policy (detailed where available)/ Overview
			<p>6.3. An appeal must be submitted in writing no sooner than 48 hours after the funding decision is released, and no later than 10 business days after receipt of notification of the funding decision.</p> <p>6.4. The appeal must be signed by the Board Chair or Treasurer of the applicant organization.</p> <p>6.5. The Director, Community Development and Grants or designate will review all appeals to determine which appeals meet the criteria to be referred to the Deputy City Manager, Neighbourhood and Community-Wide Services.</p> <p>6.6. If sufficient information is not provided and/or appeal does not meet criteria, applicants will be notified that the appeal will not proceed.</p> <p>6.7. The review of the appeal may include but may not be limited to: the initial funding decision, funding application submissions, procedural guidelines, letters, emails, payment histories, information from other funders, community need, as well as the capacity of the organization.</p> <p>6.8. During the review of appeals, a meeting may be requested by the Director, Community Development and Grants.</p> <p>6.9. Organizations will be advised of the result of the appeal in writing within 30 business days from the appeal submission date.</p> <p><b>Source:</b> <a href="https://london.ca/living-london/community-services/london-community-grants-program/city-london-community-grants-1">https://london.ca/living-london/community-services/london-community-grants-program/city-london-community-grants-1</a></p> <p><b>By-Law Number CPOL.-38(b)-169</b></p> <p><b>4.6 Grant Appeal Process</b></p> <p>a) All decisions related to grant applications for the City of London Community Grants Program are open to appeal by the grant applicant.</p> <p>b) Applicants to the London Community Grants Program may appeal a decision based on two criteria:</p> <p>i) New Information: From the time the grant application was initially submitted, new information that could impact the grant decision became</p>

Municipality & Population	Grant Program(s)	Appeals Process	Grant Decision Appeals Policy (detailed where available)/ Overview
			<p>available that, for good reason, was not available at the time of the initial application; or,</p> <ul style="list-style-type: none"> <li>ii) A Procedural Error was made when assessing the grant application.</li> <li>c) The Director of Community Development and Grants or designate will review all appeals in accordance with the Appeals Guideline to determine which appeals meet the criteria for further review.</li> <li>d) Legitimate appeals will be referred to the Deputy City Manager, Neighbourhood and Community-Wide Services for consideration.</li> <li>e) The Deputy City Manager, Neighbourhood and Community-Wide Services may refer the funding appeal to any member of the Senior Leadership Team, depending on the relevant area of the City’s Strategic Plan under which the proposed initiative has been aligned.</li> <li>f) Decisions of all appeals will be final.</li> </ul> <p><b>Source:</b> <a href="https://london.ca/council-policies/city-london-community-grants-policy">https://london.ca/council-policies/city-london-community-grants-policy</a></p>
<p>City of Cambridge  P: 138,479</p>	<p>Community Grants Program</p>	<p>Yes</p>	<p>5. Appeal Process - If any applicant is not satisfied with the recommendation of the Grants Review Committee, the following process may be used:</p> <ul style="list-style-type: none"> <li>a) The applicant contacts the Director of Parks Recreation and Culture to arrange for an appearance before Council as a delegation to lodge an appeal.</li> <li>b) These appeals will be heard at the beginning of the meeting dealing with the grant request recommendations.</li> <li>c) Council will then consider the recommendation and make their final decision.</li> </ul> <p><b>Source:</b> <a href="https://www.cambridge.ca/en/parks-recreation-culture/resources/Grants-To-Groups/Policy-Grants-to-Groups.pdf">https://www.cambridge.ca/en/parks-recreation-culture/resources/Grants-To-Groups/Policy-Grants-to-Groups.pdf</a></p>
<p>City of Toronto  P: 2,794,356</p>	<p>City of Toronto Community Grants</p>	<p>Yes</p>	<p><b>6. Application Process</b></p> <p>A Division Head shall ensure that an application form, guidelines and outreach strategy to inform potential applicants are developed for each Grant Program within the Division Head’s authority. The guidelines shall set out all eligibility criteria for the Grant and shall include all relevant information on how to complete an application form and how applications shall be evaluated and</p>

Municipality & Population	Grant Program(s)	Appeals Process	Grant Decision Appeals Policy (detailed where available)/ Overview
			<p>approved. The guidelines shall be in accordance with the City of Toronto Grant Principles document, an Appendix to this policy.</p> <p>A Grant Program may, but is not required to, have an appeal process. If there is an appeal process, the guidelines shall include instructions for making an appeal.</p> <p>Urban off-reserve Indigenous-led organizations who have participated in more than one appeal process during their application history to a Grant Program must be reviewed by way of an Indigenous peer review.</p> <p><b>Source:</b> <a href="https://www.toronto.ca/legdocs/mmis/2019/ec/bgrd/backgroundfile-134597.pdf">https://www.toronto.ca/legdocs/mmis/2019/ec/bgrd/backgroundfile-134597.pdf</a></p> <p><b>How to Make a Complaint</b> When making a complaint, please include the following information:</p> <ol style="list-style-type: none"> <li>1. Complainant name</li> <li>2. Complainant contact information (address, email or phone)</li> <li>3. The name of the program or service about which the complaint is being made</li> <li>4. Details of the complaint</li> <li>5. Any actions the complainant wishes the specific division to take</li> </ol> <p><b>Source:</b> <a href="#">Grants – Complaints – City of Toronto</a></p>
<p>City of Kingston P: 132,485</p>	<p>City of Kingston Heritage Fund And City of Kingston Arts Fund (Administered by Kingston Arts Council)</p>	<p>Yes</p>	<p><b>Dispute Resolution</b></p> <p>All complaints and concerns relating to the adjudication, guidelines and criteria for the allocation of CKHF funding, will be forwarded in writing to the Chair of the CKHF grant committees by the complainant, within thirty (30) days of notification of the allocation decision. The Chair will then forward a written report with respect to such complaints and concerns to the Chair of KAM's</p>

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			<p>Board. The City of Kingston will be notified by KAM of all concerns and complaints received</p> <p><b>Source:</b> <a href="http://kingstonmuseums.ca">City of Kingston Heritage Fund Project Grant Guidelines (kingstonmuseums.ca)</a></p> <p>The jury’s decisions will be forwarded to the KAC Board of Directors for ratification and then to Kingston City Council for ratification. Decisions of the jury and the KAC Grants Committee that have been ratified by the KAC and Kingston City Council are final.</p> <p><b>Source:</b> <a href="#">APPROVED - 2024 PR Guidelines.docx (artskingston.ca)</a></p>
<p>City of Calgary  P: 1,306,784</p>	<p>Operating Grant Program (Operated by Calgary Arts Development to Administer City of Calgary Municipal Investment)</p>	<p>Yes</p>	<p>Operating Grant Program Appeals Policy This policy has been updated as of January 1, 2021</p> <p>The Appeals Policy outlines the process for organizations to appeal changes to their Operating Grant funding levels.</p> <p>Calgary Arts Development will hear a case for appeal and follow the appeals process only in the below circumstances:</p> <p>Eligible Appeal Cases</p> <ul style="list-style-type: none"> <li>• Organizations who received an assessor flag through the Fair Notice Policy resulting in a reduction over 25% to their total grant (please see the reduction of grant process below).</li> <li>• Organizations who were recommended to be removed from the Operating Grant Program through the Fair Notice Policy (please see the removal of grant process below).</li> </ul> <p>Ineligible Appeal Cases</p> <ul style="list-style-type: none"> <li>• Changes made to Operating Grant amounts resulting from a decrease in Calgary Arts Development’s total budget from The City of Calgary.</li> </ul>

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			<p>Reduction of Grant – Appeals Process</p> <p>Eligible Reasons for Appeal Appeals will be heard in cases only where it can be demonstrated that:</p> <ul style="list-style-type: none"> <li>• The reduction to the grant amount was over 25%.</li> <li>• The special assessment committee materially and fundamentally misunderstood the flag conditions and information provided by the organization such that recommendations were made in error.</li> <li>• Due process as outlined by the Fair Notice Policy was not followed.</li> </ul> <p>Ineligible Reasons for Appeal</p> <p>The following matters will not be considered grounds for appeal:</p> <ul style="list-style-type: none"> <li>• The reduction to the grant amount was under 25%.</li> <li>• The appeal must be limited to the content of the original information supplied to the special assessment committee, not facts or circumstances occurring after the date of submission.</li> </ul> <p>These include but are not limited to:</p> <ul style="list-style-type: none"> <li>o External circumstances or variables that have affected the organization’s ability to achieve their mandate.</li> <li>o Changes in the information since it was provided.</li> <li>o Information not originally included.</li> </ul> <p>Appeal Procedures</p> <ul style="list-style-type: none"> <li>• Applicants will have 10 working days from the date that special assessment notification letters are emailed to notify Calgary Arts Development in writing of their intent to appeal the assessment committee’s decision.</li> <li>• The organization will be given the opportunity to respond to the recommendation and comments in writing, stating the basis of their appeal.</li> <li>• Staff will review the written case for appeal, and determine if the organization has made an</li> </ul>

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			<p>eligible case.</p> <ul style="list-style-type: none"> <li>• If the case is eligible, staff will convene a secondary peer assessment panel comprising members of the previous assessment committee and new members, who will review in full the interim report, response from the organization, and case for appeal and make a final recommendation:                             <ul style="list-style-type: none"> <li>o Uphold the decision to reduce the grant amount.</li> <li>o Recommend an alternate reduction to the grant amount.</li> <li>o Restore the grant amount in full.</li> </ul> </li> </ul> <p><b>Removal of Grant – Secondary Peer Assessment</b>                      If the special assessment committee recommends complete removal of a grant amount after three years or more of consecutive flagging, the following process will automatically be applied.                      Organizations do not need to request an appeal.</p> <ul style="list-style-type: none"> <li>• The organization will receive a written notice of the recommendation in addition to the compiled feedback and comments from the assessment committee.</li> <li>• The organization will be given the opportunity to respond to the recommendation and comments in writing, outlining the conditions contributing to the flag and plans to mitigate those conditions.</li> <li>• If appropriate, the organization may provide evidence demonstrating that the assessment committee fundamentally and materially misunderstood the content of the application such that the recommendation to remove funding was made in error.</li> <li>• Staff will convene a secondary peer assessment panel comprising members of the previous assessment committee and new members, who will review in full the interim report, application, and response from the organization and make a final recommendation:                             <ul style="list-style-type: none"> <li>o Uphold the decision to remove funding entirely.</li> <li>o Suspend the grant for one year.</li> <li>o Recommend a reduction of the grant</li> </ul> </li> </ul>

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			<p>o Restore the organization to their funding level in full.</p> <ul style="list-style-type: none"> <li>• Calgary Arts Development’s suspension or withdrawal of an organization’s grant requires majority approval by Calgary Arts Development’s board of directors.</li> <li>• Decisions made through the secondary peer assessment process and approved by Calgary Arts Development’s board of directors cannot be appealed.</li> </ul> <p><b>Source:</b> <a href="http://calgaryartsdevelopment.com">2021 Operating Grant Program Appeals Policy (calgaryartsdevelopment.com)</a> and <a href="http://calgaryartsdevelopment.com">CADA-FairNoticePolicy-2023 (calgaryartsdevelopment.com)</a></p>
<p>City of Edmonton  P: 1,919,899</p>	<p>Revitalization Macro-Grant (Only Grant with Appeals process listed).</p>	<p>Yes</p>	<p><b>Grant Application Appeals</b></p> <p>Appeals must be received within one month of notification of denial of award. A letter outlining the rationale for appeal must accompany the appeal. Grant appeals shall be submitted to the Director responsible for Neighbourhood Revitalization. A meeting will be held with the applicant and a decision made by the Director responsible for Neighbourhood Revitalization within 30 days.</p> <p><b>Source:</b> <a href="http://www.edmonton.ca">Revitalization Project Macro-Grant   City of Edmonton</a></p>
<p>City of Nanaimo  P: 99,863</p>	<p>Culture Operating Grant</p>	<p>Yes</p>	<p><b>Appeal Process</b></p> <p>If there was an error in the assessment process (for example, that support material was misplaced), applicants may file a formal complaint, in writing, within 10 calendar days of notification of results. All appeals will be reviewed by an appeals committee.</p> <p><b>Source:</b> <a href="https://www.nanaimo.ca/your-government/grants/culture-operating-grant">https://www.nanaimo.ca/your-government/grants/culture-operating-grant</a></p>