



ARTS ADVISORY COMMITTEE

**Thursday, September 13, 2012
5:30 PM**

Larry Schneider Board Room, Main Floor, City Hall



**Public Agenda
Arts Advisory Committee
Thursday, September 13, 2012**

Approval of Public Agenda

Minutes of the meeting held on May 17, 2012

Tabled Communications/Reports

AAC12-6 OCP 301 Presentation (Tabled May 17, 2012)

Recommendation

That this communication be received and filed.

AAC12-7 Review of Work Plan (Tabled May 17, 2012)

Recommendation

That this communication be received and filed.

Administration Reports

AAC12-8 OCP Presentation

Recommendation

That this communication be received and filed.

AAC12-9 Community Investment Review Discussion - CIR Framework

Recommendation

That this report be received and filed.

Adjournment

AT REGINA, SASKATCHEWAN, THURSDAY, MAY 17, 2012

AT A MEETING OF THE ARTS ADVISORY COMMITTEE
HELD IN PUBLIC SESSION

AT 5:30 PM

These are considered a draft rendering of the official minutes. Official minutes can be obtained through the Office of the City Clerk once approved.

Present: Citizen Member Andrea Mulholland
Citizen Member Colleen Ostoforoff
Citizen Member Donald Johnson
Citizen Member Greg Argue
Citizen Member Kathryn Spannier
Citizen Member Phillip Mack
Citizen Member Ranjan Thakre
Citizen Member Terry Madole

Regrets: Coordinator of Arts, Culture & Film Glenn Gordon
Citizen Member William Heywood

Also in Attendance: Coordinator, Art Culture and Film, Jeff Erbach
City Clerk, Joni Swidnicki
Councillor, Louis Browne

Approval of the Public Agenda

Committee member Collen Ostoforoff moved, AND IT WAS RESOLVED, that the agenda for this meeting be approved, after adding the verbal introduction of Jeff Erbach, Coordinator, Art Culture and Film, prior to item AAC12-5.

Approval of Minutes from March 15, 2012

Committee Member Phillip Mack moved, AND IT WAS RESOLVED, that the Minutes of the March 15, 2012 meeting be approved, as circulated.

Introduction of Jeff Erbach, Coordinator, Art Culture and Film

Committee Member Terry Madole moved, AND IT WAS RESOLVED, that the verbal introduction of Jeff Erbach be received and filed.

Administration Reports

AAC12-5 AAC12-5 - 2012 Civic Arts Funding Annual Recommendations

Committee Member Phillip Mack moved, AND IT WAS RESOLVED, that the recommendations contained in the report be concurred in.

Joanne Shannon and Traci Foster on behalf of Common Weal Community Arts and Tara Dawn Solheim and Jarrett Rusnak on behalf of Vertigo Series Inc. addressed the Committee on this item.

Communications

AAC12-6 AAC12-6 - OCP 301 Presentation

Recommendation

That this communication be received and filed.

Committee Member Terry Madole moved, AND IT WAS RESOLVED, that this item be tabled to the September 13, 2012 meeting.

AAC12-7 AAC12-7 - Review of 2011-2012 Work Plan

Recommendation

That this communication be received and filed.

Committee Member Ranjan Thakre moved, AND IT WAS RESOLVED, that review of the 2011-2012 Work Plan be tabled pending additional information from the Director of Community Services.

Adjournment

**Committee Member Ranjan Thakre moved, AND IT WAS RESOLVED, that the meeting Adjourn.
6:23 pm**

Chairperson

Secretary

Memo

May 17, 2012

To: Arts Advisory Committee

Re: OCP 301 Presentation

RECOMMENDATION

That this communication be received and filed.

BACKGROUND

The process to develop a new Official Community Plan (OCP) is well underway. Design Regina will replace the current OCP and will be the city's plan for guiding growth, development and change for the next 25 years. As such, the Plan will provide a city-wide policy framework that guides decisions on investments, services and actions.

The Administration will be making an OCP 301 presentation to the committee to provide an overview of the public engagement that occurred over the past year and the resulting Community Priorities. You be introduced to the next steps of the OCP process as well as the Transportation Master Plan which is being developed alongside the OCP.

Sincerely,



For/Kim Sare
Project Manager, Official Community Plan Project

May 17, 2012

To: Members,
Arts Advisory Committee

Re: Review of 2011-2012 Work Plan

RECOMMENDATION

That this communication be received and filed.

BACKGROUND

Attached to this communication is an update to the Arts Advisory Committee on the progress relating to the Work Plan. The purpose of this communication is to facilitate the review of the progress report and provide an opportunity for further discussion, if required.

Respectfully submitted,

A handwritten signature in cursive script that reads "Linda Leeks".

Linda Leeks, Secretary
Arts Advisory Committee

Attachment

Arts Advisory Committee 2011/12 Work Plan

<i>Deliverable (What)</i>	<i>Action (How)</i>	<i>Resources (Who)</i>	<i>Participate /Lead</i>	<i>Budget</i>	<i>Start/Complete Date (When)</i>
1. Cultural Plan	Advise and make recommendations for a cultural plan (vision and goals that support "2020") including updating the Arts Policy	All Committee members	Participate		Complete in 2012 The Committee determined that this would be better reviewed in conjunction with the Administrative review being done in 2012.
2. Recommendation to Council: Investigate a possible arm's length organization that would provide benefits for arts development in the City.	Research other municipalities, presentation from Winnipeg	All Committee members	Lead		Start immediately and complete by the end of 2011#2
3. Strategic Plan for the Committee (within the mandate of the committee)	Conduct a strategic planning session with a focus on goals and objectives for the Committee and funding direction for the adjudication process	All Committee members	Lead		End of 2011 May 2012
4. Re-evaluate the Arts grant application process and communication process.	Develop a seminar for grant applications to be held prior to the next application cycle Participate in Community Investment Review Analysis of communication and application processes.	All Committee members	Lead Participate		Start fall of 2011 and to be completed for 2012

Memo

September 6, 2012

To: Arts Advisory Committee

Re: Official Community Plan presentation

RECOMMENDATION

That this communication be received and filed.

BACKGROUND

The process to develop a new Official Community Plan is well underway. Design Regina will replace the current OCP and will be the city's plan for guiding growth, development and change over the next 25 years.

The administration will make a presentation to the committee to provide an overview of the current state of planning, Phase 4, and of the community priorities indicated in the leadup to the current stage.

Sincerely,



For/Kim Sare
Project Manager, Official Community Plan Project

Memo

September 6, 2012

To: Arts Advisory Committee

Re: Community Investment Review discussion – CIR Framework

RECOMMENDATION

That this communication be received and filed.

BACKGROUND

With an adopted framework by Council, Community Investments (social, recreation and culture funding) are now at the implementation phase of process. This stage includes finessing the adjudication procedures, application forms and eligibility and selection criteria for applicants.

The administration will make a presentation to the committee to provide an overview of the current state of planning with Community Investments (the framework), the next stages of planning (implementation), to initiate discussion on community investments and to indicate thoughts on the role of the Arts Advisory Committee and its Terms of Reference.

Sincerely,



For/Jeff Erbach
Coordinator, Cultural Development

Regina Community Grants Program

DATE:

April 25, 2012

SUBMITTED TO:

Community Services Department
City of Regina
2476 Victoria Avenue
Regina, SK
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PREPARED BY:

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And

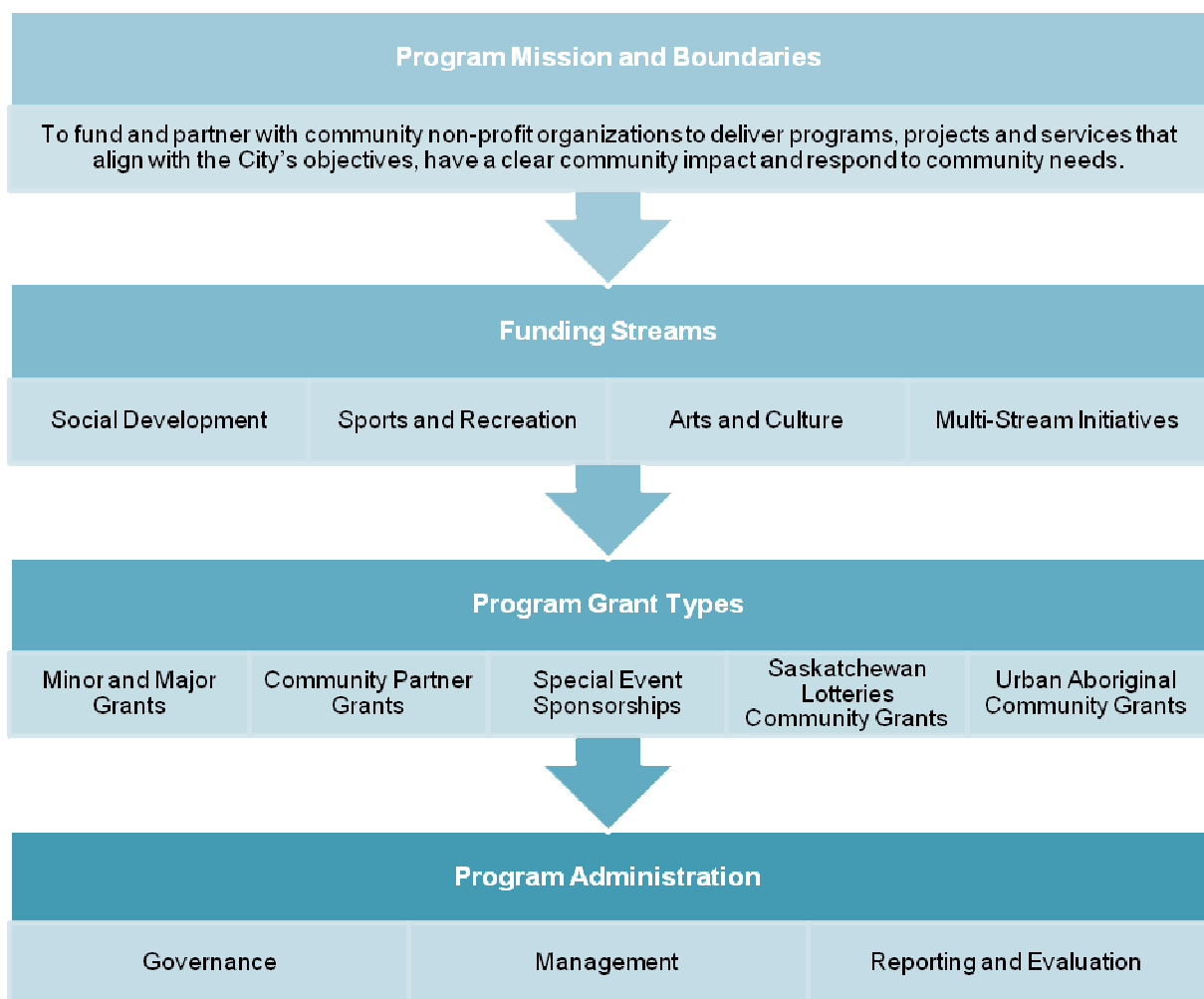
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Executive Summary

The City of Regina initiated a strategic review of its community investment (or grant) programs in May 2011, building on an initial review undertaken in 2008. The outcome of this review is the development of a new **Community Grants Program** with a streamlined structure for delivering funding to qualified organizations.

As presented in Figure 1 below, the Program will fund community organizations to achieve outcomes across three primary funding streams: **Social Development**, **Sports and Recreation**, and **Arts and Culture**, as well as a fourth stream, **Multi-Stream Initiatives**, which will fund activities that address multiple objectives within the other streams.

Figure 1: Overview of Community Grants Program



The majority of funding will be allocated through the City of Regina Minor and Major Grants and Community Partner Grants. Funding will also be allocated through Special Event Sponsorships, the Saskatchewan Lotteries Community Grants and the Urban Aboriginal Community Grants.

Table 1: Funding Stream Objectives, Priorities and Target Audiences¹

	Social Development	Sports and Recreation	Arts and Culture	Multi-Stream Initiatives
Objective(s)	<ul style="list-style-type: none"> • Creating an accessible, affordable, and inclusive community • Improving safety and security in Regina 	<ul style="list-style-type: none"> • Providing equitable access to diverse sports and recreational opportunities 	<ul style="list-style-type: none"> • Fostering a vibrant and thriving arts and cultural community that contributes to the enhancement of artistic expression for artists, quality of life for citizens, sustainable investments for art and culture and accessibility for all 	<ul style="list-style-type: none"> • Supporting initiatives that address multiple funding stream objectives
Long-term Priorities	<ul style="list-style-type: none"> • Increasing opportunities and removing barriers to accessing community programs, assets and resources • Investing in organizations that have the capacity to address priority social issues 	<ul style="list-style-type: none"> • Removing barriers to accessing sport and recreation activities • Increasing the diversity of sport and recreation opportunities • Building children and youth's skills and leadership • Supporting community initiatives that enhance the use of parks and natural spaces 	<ul style="list-style-type: none"> • Increasing opportunities for community access to art, cultural activity and education • Establishing a healthy, growing, sustainable community of cultural practitioners and organizations spanning a diverse range of practices and maturity levels 	<ul style="list-style-type: none"> • Supporting new and unique community initiatives that address multiple funding stream objectives
Short-term Priorities	<ul style="list-style-type: none"> • Supporting broad-based collaborative strategies to address complex social issues • Improving the quality of life of individuals and families in marginalized and at-risk positions • Helping to stabilize geographic areas with highest needs (e.g. inner city communities) 	<ul style="list-style-type: none"> • Encouraging organizations to host provincial, western Canadian, national and international sport and recreation championship events in Regina • Increasing sport and recreation opportunities for marginalized and at risk populations 	<ul style="list-style-type: none"> • Providing professional development opportunities for cultural practitioners • Stabilizing and strengthening partnerships: with and between organizations, practitioners, and the broader community • Fostering innovation and diversity in modes of expression 	<ul style="list-style-type: none"> • <i>Short-term priorities will be responsive to submissions received and will be cross-cutting for Social Development, Sports and Recreation, and Arts and Culture</i>
Target Audiences	All citizens with emphasis on residents who are more likely to encounter barriers to participation. This includes for example, seniors, children, youth, persons with disabilities, individuals of Aboriginal ancestry, single parents, low-income households and recent immigrants			

¹ Table 7 presents proposed objectives, long-term and short-term priorities as of April 2012. These elements will be further refined in consultation with the community during the implementation phase of the Community Grants Program.

1.1 IMPLICATIONS FOR CURRENT PROGRAMS

Table 8 presents the implications of the new program boundaries and structure for the programs and organizations addressed by this review.

Table 2: Implications for Current Programs and Organizations

Current Funding Program/ Direct Funding	New Funding Stream	Status in the New Community Grants Program	Implications for Fund Recipients
Civic Arts Funding Program	Arts and Culture	These programs will be replaced by the Community Partner Grants and the Minor and Major Grants under the Arts and Culture funding stream.	Significant change in the application, adjudication and reporting process. All organizations will still be eligible to apply for funding and will have access to a broader range of funding amounts and uses.
Festival Funding Program			
Direct Funding: Saskatchewan Science Centre Inc.			
Social Development Community Investment	Social Development	This program will be replaced by the Community Partner Grants and the Minor and Major Grants under the Social Development funding stream.	Significant change in the application, adjudication and reporting process. All organizations will still be eligible to apply for funding and will have access to a broader range of funding amounts and uses.
Hosting Assistance Program	Sports and Recreation	These programs will be replaced by the Community Partner Grants and the Minor and Major Grants under the Sports and Recreation funding stream.	Significant change in the application, adjudication and reporting process. All organizations will still be eligible to apply for funding and will have access to a broader range of funding amounts and uses.
Direct Funding: Curl Regina			
New Initiatives Fund	Multi-Stream	These programs will be replaced by the Community Partner Grants and the Minor and Major Grants under the Multi-Stream funding stream.	Significant change in the application, adjudication and reporting process. All Zoning Boards and Community Associations will only have to apply once every four years for base funding as Community Partners. Organizations will also be eligible to apply for a broader range of grant funding amounts and uses.
Direct Funding: Zone Boards			
Direct Funding: Community Associations			
Community Capital Partnership Program	Arts and Culture, Social Development, Sports and Recreation and Multi-Stream	This program will be integrated into the Minor and Major Grants under the four main funding streams.	Significant change in the application, adjudication and reporting process. All organizations will still be eligible to apply for funding for capital projects within the funding stream that is most appropriate for their project.

Current Funding Program/ Direct Funding	New Funding Stream	Status in the New Community Grants Program	Implications for Fund Recipients
Saskatchewan Lotteries Community Grant Program	Sports and Recreation and Arts and Culture	These will continue largely unchanged as the City administers them on behalf of Saskatchewan Lottery Trust Fund and the Community Initiatives Fund.	Minimum change. Application process will be aligned with the Minor and Major Grants and will use a standardized application form.
Urban Aboriginal Community Grant Program			
Special Events	Multi-Stream	These will be combined into a single program – <i>Special Event Sponsorships</i> – with an updated application form.	Minimum change. Requests of <\$5K will be approved by staff instead of Council. Applications will still be accepted on an ongoing basis. Requests of \$5K and over will be presented to Council for their approval.
Sponsorships			
Community Centre Operating	No longer funded through community grants	Organizations that receive funding to operate city-owned community centres - such as the Regina Senior Citizen's Centre - will be funded through Community Services' operating budget instead of through the Community Grants Program.	Significant change. Instead of applying for funding, these centres will have operating service agreements with the City that are renewed annually.
Direct Funding: Regina Senior Citizens' Centre Inc.			
Economic and Promotional Initiatives	No longer funded through community grants	This program will be removed, and incorporated into the remaining Community Grants Program.	Minimum change. Organizations and events with significant economic impact are to apply directly to Council for funding through the budget process. Support for Agribition will be established through a partnership agreement outside of the Community Grants Program.

2 Minor and Major Grants

2.1 DESCRIPTION AND OBJECTIVES

The **Minor and Major Grants** funding will provide **single or multi-year funding** (maximum of two years) for **eligible initiatives** offered by non-profit organizations that are aligned with the Community Grant Program's objectives and priorities. These grants will be offered in each of the four funding streams:

- Social Development Minor and Major Grants;
- Sports and Recreation Minor and Major Grants;
- Arts and Culture Minor and Major Grants; and
- Multi-Stream Initiatives Minor and Major Grants.

Grant applications will be adjudicated by a Grant Review Group that is specific to each funding stream. Initiatives will be evaluated and selected based on the merit of the initiative and its ability to address the funding stream's objectives and priorities.

2.2 RATIONALE

This grant type was developed in response to stakeholder requests to streamline application processes and provide a simplified, more transparent process for allocating funding. Whereas Community Partner Grants provide core support for specific organizations, the Minor and Major Grants provide funding for specific initiatives. This addresses an issue identified with current funding programs that have initiatives and organizations competing for the same funding. It also reduces the number of adjudication committees required and provides a flexible platform for responding to evolving community needs by changing the short and long-term priorities of each funding stream.

2.3 FUNDING STRUCTURE

Regina-based non-profit organizations will be able to apply for two levels of funding within each funding stream:

- **Minor Grants** – Funding of up to \$10K for single-year initiatives. Applications for less than \$2,000 will have a simplified application and review process; and
- **Major Grants** – Funding of up to \$50K for single and multi-year initiatives up to a maximum of 24 months.

2.4 ELIGIBLE INITIATIVES

Eligible activities include:

- **Projects** – Specific, time-bound activities, programs/programming and services delivered to Regina citizens.

- **Events** – Festivals and other events that are open to the public. Events and festivals whose primary purpose is fundraising are not eligible.
- **Organizational development** – Funding to support capacity-building and planning activities to improve the long-term sustainability of community-based organizations (e.g. staff or Board training, strategic planning). This includes one-time core funding for new organizations or organizations that are undergoing a specific transformation. Community Partners are not eligible to receive this one-time core funding.
- **Capital projects** – Capital development projects, including new construction, renovation and/or expansion of a facility, and capital equipment required for the project (bleachers, portable stage, etc.).

Initiatives that are already funded by the City through other programs are not eligible for funding under the Community Grants Program.

2.5 APPLICATION AND ADJUDICATION PROCESS

The City will establish a **multi-stakeholder Grant Review Group** for each of the four funding streams. Where appropriate, these groups will replace the adjudication committees that have been set up for current programs. Each group will be comprised of organizations and individuals who are active and knowledgeable in that sector. The group for the Multi-Stream Initiatives funding stream will be comprised of individuals and organizations that are active in multiple areas, such as Community Associations and Zone Boards, with representation from all of the funding streams.

The primary role of the Grant Review Groups will be to work with City staff to review and make funding recommendations for Major and Minor grant applications as described in the table below. These recommendations will be taken to the Deputy City Manager of Community Planning and Development who will have final authority on accepting applications and entering into funding agreements with successful applicants. From time to time, the Grant Review Groups may also be asked to provide input on the list of organizations that will be invited to apply for Community Partner funding as well as on the funding stream objectives, community needs, and long and short-term priorities.

Key phases in the application and adjudication process are described below.

Table 3: Minor and Major Grants Application and Adjudication Process

Phase	Description
Invitation to Apply	<p>There will be one fixed application date (January 31) with a secondary date in the Fall if funds are available to be allocated. Late applications will not be accepted without prior approval from the City staff member responsible for administering that funding stream. Approval will only be provided under extenuating circumstances at the staff members' discretion.</p> <p>Organizations will be invited to apply for funding under the stream that is most relevant to their proposed initiative, rather than the stream the organization is aligned with (e.g. an arts organization could apply for funding for a project under</p>

Phase	Description
	<p>the Social Development stream). City staff will be available to assist applicants with identifying the most relevant stream for their application.</p> <p>Organizations will be allowed to apply to multiple streams for distinct initiatives (e.g. an organization could apply for an event under the Arts and Culture stream and for programming under the Sports and Recreation stream) and to submit multiple applications for distinct initiatives under one stream. Organizations will also be allowed to apply for Community Partner Grants and to other programs administered by the City such as the Saskatchewan Lotteries Community Grant and the Urban Aboriginal Community Grant programs.</p>
Application	<p>All funding streams will share common application forms; however applications will be evaluated based on their alignment with and contribution to achieving their funding stream's specific objectives and priorities.</p> <p>There will be a simple application form for Minor Grants and a more comprehensive form for Major Grants. Applications for less than \$2,000 will only have to complete part of the Minor Grants application form.</p> <p>The same Community Grants application forms will be used for all eligible types of initiatives (project, event, organizational development or capital funding). Applicants will be required to submit additional information to substantiate any requests for capital funding. Applicants may combine multiple types of related initiatives in a single application, such as applying for capital funds to enhance a play structure and project funds to deliver an after school recreation program that uses the play structure. Each application will be assessed on its overall merits.</p> <p>City staff will provide support to organizations submitting applications by holding annual information sessions and helping organizations identify the best funding stream and grant level for their initiative. New organizations applying for funding will be strongly advised to consult with staff prior to submitting their application (e.g. through a notice on the City's website and on application forms).</p>
Submission	<p>In the long-term, the City will move towards online application forms. In the short-term, applicants will continue to submit their applications as hard-copy printed materials.</p>
Adjudication	<p>All funding streams will follow the same adjudication process for Community Grants. Each funding stream will have its own Grant Review Group that will recommend funding for all applications.</p> <p>Minor Grant applications for up to \$2,000 will be approved by staff and presented to the Grant Review Group for information only.</p> <p>Minor Grant applications between \$2,000 and \$10,000 will be processed and assessed by City staff, which will create a list of prioritized initiatives to submit to the Grant Review Group for their information. The final recommendations will be determined during the Grant Review Group meeting.</p>

Phase	Description
	<p>Major Grant applications will be processed by City staff and then presented to the Grant Review Group for their review and recommendation. City staff will prepare a summary of applications that may include a preliminary scoring of each proposal.</p> <p>The Grant Review Group may adjust the total number and value of grants awarded based on the total funding available for their stream and the number of high-scoring applications in each category.</p>
Adjudication Criteria and Considerations	The adjudication process is designed to be flexible to respond to the unique needs and priorities of each funding stream. City staff will work annually with each stream's Grant Review Group to determine the preferred funding split between: i) Minor and Major Grants; and ii) the various types of initiatives (project, events, etc.). These funding splits will be kept flexible to allow the group to respond to the volume and type of applications received. For example, a group may set a standard allocation of 25-40% of funding to Minor Grants and 60-75% to Major Grants. This would balance clarity for applicants and flexibility for adjudication.
Notification and Agreements	A simple funding agreement will be developed with the recipient based on their application form. This agreement will outline the timing for receiving funds and key milestones and performance metrics. The City will develop a standard "menu" of performance measures that applicants can draw from to identify the most appropriate measures for their initiative. Overall program performance will be measured using a wide diversity of measures that reflect the range of funded organizations and initiatives.
Appeal	The current appeal process will apply to Minor and Major Grant applications. Unsuccessful applicants may appeal their decision in writing to the Deputy City Manager of Community Planning and Development who will have final decision-making authority.

2.6 REPORTING AND EVALUATION

Minor and Major Grant recipients will be required to submit a report and performance information at the end of their funded initiative. The City will collect and integrate performance information received so that it can report on the overall impact of funded initiatives. Organizations will not be eligible to apply for additional funding until a final report has been submitted.

Applicants will be required to submit a financial report that summarizes the total budget, funding sources and expenses for the funded initiative. Applicants will not have to submit receipts for non-capital expenditures but will have to make them available upon request. Receipts for capital expenditures will have to be submitted. Organizations without a successful funding track record with the City may be required to submit all receipts.

Funding recipients will be evaluated against the deliverables and performance requirements in their proposal and agreement, as well as their compliance with Minor and Major Grant processes and timelines. The final reports and performance information from funded initiatives will be used to conduct a simple evaluation to assess whether they achieved their stated objectives. A more in-depth assessment will be conducted on those initiatives that encountered significant challenges or did not meet their requirements. This evaluation will involve an in-person meeting and a review of key

organizational documents (such as annual reports, financial reports etc.). A random subset of funded initiatives will undergo a similar in-depth evaluation each year.

2.7 IMPACT ON CURRENT PROGRAMS

The Minor and Major Grants will replace the funding programs currently in place that provide funding for projects, events, festivals, championships, new initiatives, sponsorships and capital projects. However, organizations will still be able to access funding for the same range of initiatives and will have greater flexibility as they can apply for multi-year funding of up to \$50K. See Section 4.5 for additional information.

3 Community Partner Grants

3.1 DESCRIPTION AND OBJECTIVES

The **Community Partner Grants** will provide **multi-year core funding to eligible established non-profit organizations**. The funding will be used to provide long-term funding for organizations that play a strategic and essential role in the community to help them grow their impact and build their financial sustainability. Organizations will be invited to apply once every four years, subject to annual budget approval by City Council, and successful applicants will develop negotiated agreements with the City.

Organizations will be evaluated and selected based on their ability to meet specific eligibility and performance criteria (see below) and to deliver programs and services that support one or more of the program funding stream objectives. A mix of organizations will be selected that represent the four funding streams (Social Development, Sports and Recreation, Arts and Culture, and Multi-Stream Initiatives).

The Community Partner Grants will replace the various mechanisms currently in use that provide core operating funding, such as the negotiated agreements and direct funding (please refer to Section 6.8 below for additional information).

3.2 RATIONALE

This grant type was developed in response to ongoing requests from long-term fund recipients to reduce the application and reporting burden and provide multi-year funding. It is aligned with municipal trends and best practices in other municipalities that have established long-term partnerships with local organizations. Finally, it reflects the City's desired shift towards increasing the impact of community grants through developing long-term, sustainable partnerships with key community organizations.

3.3 NUMBER OF COMMUNITY PARTNERS

As of 2011, the City had established close partnerships with 26 Community Associations, five Zone Boards and 28 other organizations that have received funding year after year. Recognizing that there is a finite amount of funding available, the City asked stakeholders how broad or narrow they should make the new Community Partner Grants. Based on the feedback received, the City will target developing partnerships with a maximum of 20-30 organizations in addition to the Community Associations and Zone Boards.

3.4 FUNDING STRUCTURE

The Community Partner Grants will provide two types of funding to selected organizations:

1. Core Funding

Organizations will be invited to apply for (and receive) core funding that will be renewed annually for four years subject to available funds. This funding will be relatively unrestricted and could be used for

organizational administration, operation, programming and/or services. Each organization will be evaluated against the funding criteria and compared with other eligible organizations.

The City will work with the successful applicants to develop four-year Community Partner funding agreements. These agreements will identify performance and reporting requirements and specify which initiatives are covered by the core funding agreement and which initiatives could be submitted to other Regina grants for additional funding. For example, an organization may be required to deliver a certain number of hours of recreational programming as part of their Community Partner agreement; they might then be allowed to apply to the Minor and Major Grants to seek funding for additional programming.

These agreements may be subject to a light annual review and renewal as the City's budget currently operates on an annual basis. Organizations will not have to submit an annual application, but will have to report annually on their performance, as per their respective Community Partner agreements. Organizations will have to re-apply for funding every four years at which time these agreements will be renegotiated.

2. Transition Funding

Up to 12 months of Transition Funding (during the fifth year) will be available to organizations that have received Community Partner Core Funding but who are not renewed for an additional four years. Organizations will be able to apply for Transition Funding during the final year of their Community Partner funding. The Transition Funding agreement will specify required and recommended activities and steps for organizations to ensure their successful transition, such as conducting a strategic planning exercise. The City will develop guidelines and process templates to support this transition and agreement.

3.5 APPLICATION AND ADJUDICATION PROCESS

Every four years, specific organizations will be invited to apply to become a Community Partner. Key phases in the application and adjudication process are described below.

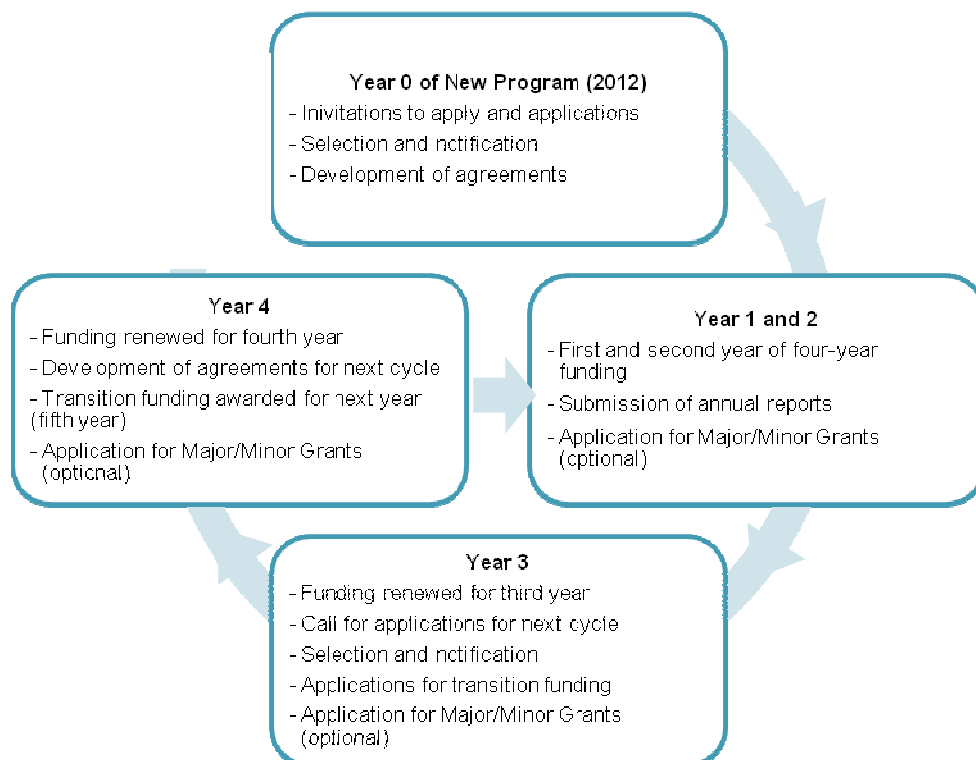
Table 4: Community Partner Grants Application and Adjudication Process

Phase	Description
Invitation to Apply	City staff will develop a list of qualifying organizations whose core vision and mission are aligned with one or more of the four funding streams to invite to apply for Community Partner funding. Staff will obtain input from key external stakeholders and advisory bodies on which organizations should be invited in each funding stream.
Application	The application process will involve a comprehensive review of the organization as a whole, including its vision and mandate, management structure, finances, programs and services, and performance. This review will include an application form, the submission of key documents (such as annual reports), and one or more meetings with City staff.
Adjudication	City staff in each funding stream will assess each organization against the mandatory and rated eligibility criteria (see section 6.6 below). They will then come together to review and finalize their recommendations as a group. Final

Phase	Description
	<p>decision-making authority will rest with the Deputy City Manager of Community Planning and Development.</p> <p>The amount of funding provided to each organization will be determined based on: the total amount of funding available; the number of organizations selected; and an assessment of each organization's size, needs, impact and role in the community.</p> <p>The eligibility and funding assessment criteria will be further developed in the Implementation Phase of this project.</p>
Notification and Agreements	Organizations will be notified of the decision regarding their application and funding agreements will then be established with successful applicants. These agreements will be renewed annually for four years based on available funding.
Appeal	There will not be an appeal process as unsuccessful applicants will still be eligible to apply for funding through the other grant types, such as Minor and Major Grants.

It is proposed that the timing of the application process will be aligned with, but offset from the Council cycle (e.g. in the second year of a Council term). The renewal cycle for Community Partner will begin one year before funding ends for organizations (in the third year of a four-year cycle), giving them one year to adjust and find other sources of funding, as applicable. Organizations that are not renewed will also be eligible to apply for Transition Funding. This cycle is outlined in Figure 4 below.

Figure 1: Application Cycle for Community Partner Grants



3.6 PROGRAM REPORTING AND EVALUATION

The program will manage reporting and evaluation on the: i) performance and impact of funded organizations and initiatives; and ii) performance and impact of the program as a whole. To facilitate this process, the program will develop a set (or menu) of standard external and internal performance indicators for applicants and program managers. As noted previously, grant applicants will identify and report on the indicators that are most relevant for their initiative or organization.

There are four types of indicators that are important for measuring performance of the Community Grants Program and the initiatives and organizations that it supports:²

- **Input Indicators** – The resources that are put into an organization or initiative, either by the City of Regina or by another partner. For example, the amount of dollars, staff/volunteer time or in-kind contributions, as well as program management costs.
- **Output Indicators** – The immediate products or services that the initiative or organization delivers as a result of the inputs. Outputs measure the tangible, short-term results achieved and help to assess the scope, level and efficiency of activity. For example, the number of people served or the number of workshops delivered.
- **Outcome Indicators** – The changes, benefits, knowledge or other results that happen as a result of the organization or initiative. Outcomes describe an effect of the project (e.g. improved employment skills) on an individual or group; they do not describe the wider ripple effect of results across the City of Regina.
- **Impact Indicators** – The wider long-term effects of an investment across the City of Regina. These are often assessed by looking beyond the original beneficiaries and measuring the benefits to society, or groups within society, as a result (e.g. the impact of improved employment skills may be to reduce unemployment numbers within the City or reduce the number of households living in poverty). The suite of impact indicators should describe the conditions in the City of Regina that relate to the long-term objectives of the Community Grants Program (i.e. funding stream objectives).

These indicators will be collected and reported on annually. Annual reporting requirements include:

- **External reporting** on the funding provided to organizations and initiatives through its website (for both Community Partner and Community Grants).
- **External reporting** on the performance of funded organizations and initiatives. This will be produced by compiling the performance information provided by recipients and include a roll-up of key performance indicators related to the programs objectives and priorities.
- **Internal reporting** on program performance and operation (e.g. compliance with internal timelines, percentage of funded initiatives that achieved their objectives, grant-recipient satisfaction, etc.).

A comprehensive evaluation and review of the Community Grants Program will be undertaken every second program cycle (e.g. every 8 years). This evaluation should focus on the following elements, as detailed in Table 15 below:

² Definitions adapted from the *Making a Difference Management Report - Corporate Community Investment: a whole programme approach to measuring results*. Published in 2009 by Corporate Citizenship and the London Benchmarking Group. Available at http://www.lbg-online.net/media/13256/making_a_difference_management_report.pdf

- **Relevance** – Does the Community Grants Program address a need and is it responsive to community needs? Does it align with City's objectives?
- **Performance** – Does the Community Grants Program achieve its expected outcomes? Is it efficient and effective, with regards to design and delivery? Does it utilize resources efficiently?

Table 5: Community Grants Program Evaluation Criteria

Relevance	
Issue #1: Continued Need	Assessment of the extent to which the Community Grants Program continues to address a demonstrable need and is responsive to the needs of the community.
Issue #2: Alignment with City Priorities	Assessment of the linkages between the Program objectives and the City's objectives.
Performance (effectiveness, efficiency and economy)	
Issue #4: Achievement of Expected Outcomes	Assessment of progress toward expected outcomes. Assessment of efficiency and effectiveness of program design and delivery.
Issue #5: Demonstration of Efficiency and Economy	Assessment of resource utilization and economy in delivery in relation to the production of outputs and progress toward expected outcomes. Assessment of how well the program is managed.