City of Richmond

Report to Committee

To:	General Purposes Committee	**Date:**	June 20, 2012
From:	Cathryn Volkering Carlile General Manager – Community Services	**File:**	03-1085-01/2012-Vol 01
Re:	**2012 City Grant Program Review**		

Staff Recommendation

That the City Grant Policy 3712 be amended as indicated in Attachment 4 of the staff report dated June 20, 2012 entitled "2012 City Grant Program Review".

Cathryn Volkering Carlile
General Manager – Community Services
(604-276-4068)

Att. 4

REPORT CONCURRENCE	
CONCURRENCE OF GENERAL MANAGER	
REVIEWED BY TAG SUBCOMMITTEE	INITIALS:
REVIEWED BY CAO	INITIALS:

Staff Report

Origin

On July 25, 2011, upon adopting the City Grant Policy (**Attachment 1**) and providing significant funding increases for City Grants, Council resolved that:

> *"staff report back, following implementation of the 2012 City Grant Programs and prior to implementation of the 2013 City Grant Program, regarding:*
> a) *stakeholder consultations regarding the new Policy and Programs, including the appropriate amounts for each category.*

The review was lead by Cllr. Evelina Halsey-Brandt and Cllr. Linda Barnes, who had lead the previous review resulting in the new policy, programs and funding increase. This report describes the results of stakeholder consultations and proposes City Grant Policy amendments.

This report addresses the following Council Term Goal regarding Community Social Services:

2.5 *Development of clear policies around the City's role in social services and the grant processes, and corresponding clear communications with the public on these roles and policies.*

Findings of Fact

1. Stakeholder Consultation Results

The City Grant Policy established the following grant programs administered by the respective departments:

- Health, Social and Safety (Community Social Services),
- Arts and Culture (Arts, Culture and Heritage), and
- Parks, Recreation and Community Events (Parks and Recreation).

Requests for comments on the 2012 City Grant Programs, as per the July 25, 2011 Council referral, were sent to all recipients of 2012 City Grants and to the Richmond Community Services Advisory Committee (RCSAC). As well, Arts and Culture grant recipients were invited to complete a short survey. Written responses are included in this report as **Attachment 2** and survey results are included as **Attachment 3**.

In general, feedback was positive from all sources and indicated that the program is appreciated for its contribution to community organizations. A dedicated Arts and Culture Program, increased funding, three-year cycles and streamlined application requirements for minor grant requests were identified as welcome changes.

Suggestions for improvement included additional clarification of criteria, a process for funding requests outside of the grant cycle, creating an online application system and refining the application format.

Analysis

The following analysis reflects suggested actions based on stakeholder consultations as well as staff experience in administering the 2012 Programs. Many recommendations are within staff purview to implement by modifying program guidelines and application forms. Other suggestions require amending the Council-adopted City Grant Policy.

1. Program Procedures, Guidelines and Application Forms

Staff will amend 2013 grant programs, guidelines and procedures to reflect consultation results by:

- making orientation sessions available on an annual basis,
- ensuring that eligibility criteria, the review process and grant categories are easily identified in Program Guidelines,
- ensuring that all applicants are advised to contact staff for updates regarding the timing of presentation to General Purposes Committee,
- modifying the application format to provide increased opportunities for narratives,
- including artisanal projects and activities as eligible for the Arts and Culture program,
- allowing artist umbrella organizations that provide services on behalf of a membership, but do not necessarily produce public programs or events, to be eligible for the Arts and Culture program, and
- requesting that organizations specify the number of Richmond residents served on both major and minor grant application forms.

2. On-line Application Process

An on-line application system was requested. Information Technology staff, in consultation with the City Grant Steering Committee, are currently designing a system anticipated to be ready for implementation by mid-year 2013.

3. Funding Priorities

The RCSAC recommended that the Health, Social and Safety Grant Program criteria reflect Social Planning Strategy priorities, which will be considered once the Strategy has been adopted in the Fall of 2012. Parks, Recreation and Community Event applicants requested that the community participate in setting priorities. The City Grant Policy indicates that Council-adopted strategies, developed with community participation, will be considered in assessing applications.

4. Funding Emerging Needs and Partnership Opportunities

The RCSAC proposed that funding be made available outside of the City Grant cycle for needs emerging throughout the year (e.g., new program start-up costs, unexpected circumstances such as emergencies, opportunities to leverage funding, support for community partnerships).

Currently, if needs arise outside of the City Grant cycle, organisations must make requests directly of Council. Staff recommend that this practice continue because it provides the flexibility required by organizations to request, and Council to consider, emerging needs in a timely manner without requiring adherence to a formalized grant structure and process.

5. City Grant Policy Amendments

As a result of both stakeholder comments and staff experience in implementing the revised City Grant Policy, a number of amendments are proposed that clarify, rather than change, the intent of the Policy (**Attachment 4**):

- the three City Grant Programs will each receive an annual Cost of Living increase,
- information regarding program-specific criteria and review procedures is found in Program Guidelines,
- change the name of the Arts and Culture Program,
- grants of $5,000 or less will consist of two streams, rather than tiers, of grant applications because the Arts and Culture Project Grants ($5,000 or less) have different, rather than streamlined criteria,
- only registered non-profit societies requesting funding to serve primarily Richmond residents are eligible, as currently indicated in Program Guidelines, and
- allow discretion in recommending Cost of Living increases.

As the proposed revisions will help to clarify the Policy for applicants, administrators and Council, staff recommend amending the City Grant Policy 3712, with changes noted in bold as presented in **Attachment 4**.

Financial Impact

There is no financial impact.

Conclusion

The 2012 City Grant Policy, Programs and funding increases were well received by applicants and stakeholder organisations. Suggestions for improvement will be addressed by revising guidelines and application forms, clarifying procedures and amending the City Grant Policy as proposed.

Lesley Sherlock
Social Planner
(604-276-4220)

Serena Lusk
Manager, Parks Programs
(604-233-3344)

Liesl Jauk
Manager, Community Cultural Development
(604-204-8672)

LS:ls

City of Richmond

Policy Manual

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File Ref: 03-1085-00	City Grant Policy	

City Grant Policy

Please note that there is a separate Sport Hosting Incentive Grant Policy (3710).

It is Council Policy that:

1. The following City Grant Programs be established, to be designed, administered and reported by the respective departments:
   - Health, Social and Safety (Community Social Services, with representation from Community Safety)
   - Arts, Culture and Heritage (Arts, Culture and Heritage)
   - Parks, Recreation and Community Events (Parks and Recreation).
2. Casino funding be used to create three separate line items for these City Grant Programs in the annual City operating budget.
3. Each Program receives an annual Cost of Living increase.
4. Recipients who received a grant the preceding year for the same purpose will receive a Cost of Living increase.
5. A City Grant Steering Committee consisting of a representative of Community Social Services, Community Safety, Arts and Culture, and Parks and Recreation, will meet at key points in the grant cycle to ensure a City-wide perspective.
6. Applications will be assessed based on relevance to the City's Corporate Vision, Council Term Goals and adopted Strategies, as well as program-specific criteria.
7. Each Program will consist of two tiers, one for minor ($5,000 or less) and one for major grant requests. Application requirements for minor grant requests will be streamlined.
8. Only registered non-profit societies serving Richmond residents, governed by a volunteer Board of Directors, are eligible.
9. Applicants may apply to one of the three Programs.
10. Applicants receiving City Grants for a minimum of the five most recent consecutive years will have the option of applying for a maximum three-year funding cycle.
11. Community Partner documents submitted to fulfill annual funding agreements with the City will be considered as part of grant application requirements.
12. Due to the high number of applications for limited funding, and as applicants may apply the following year, no late applications are accepted and there is no appeal process to Council's decision.

RCSAC | Richmond Community Services Advisory Committee

2012 RCSAC Grant Review and Recommendations

Background:

In response to a letter from Lesley Sherlock, City Planner requesting the RCSAC review newly revised 2012 Grant Program , a sub-group of the RCSAC committee met on March 27, 2012 to provide feedback on the City of Richmond Grant Program.

Attendees:

Rebeca Avendano (Chair)	Chimo Crisis Centre
Lynda Brummit	Richmond Poverty Response Committee
Jason Lee	Boys and Girls Clubs of South Coast BC
Brenda Plant	Turning Point Recovery Society
Lisa Cowell	Richmond Society for Community Living
Barb Bawlf	Richmond Mental Health Consumer & Friends Society

Regrets: Brenda Plant Turning Point Recovery Society, Judy Valsonis Touchstone Family Association, Kim Winchell Richmond Family Place

The 2012 Grant Program experience was discussed. In addition, the RCSAC submission of recommended or suggested revisions to the Grant Program from 2011 was reviewed alongside the 2012 Grant Program documentation.

Findings:

The following recommendations were implemented by the City of Richmond had a positive impact on the last Grant Program:

- 3 year grant cycles
- a positive adjustment to the overall grant amount
- a short form for applications of funding of $5,000 or less

There were also recommendations from the 2011 submission from the RCSAC that continue to be important and will be re-iterated in this document. Additional ideas and suggestions were brought forward.

Recommendations:

The following recommendations are put forward for consideration by Richmond City Council:

1. Accommodating Emerging needs funding requests (brought forward from June 2011 RCSAC recommendations)

   Potential solutions include:

   - carving out an amount from the pool of funds allocated for the grant program to be allocated at other times of the year to address new and/or emerging issues that could impact the community and social services
   - once the grant program funds are allocated if there are funds left over providing another opportunity to apply for these funds
   - requesting additional funds

   An option that was discussed was the idea of year round discretionary funding – an emerging needs fund with a cap for example at $500 – $1000 that can be applied for at any time throughout the year regardless of whether a grant has been applied for in past. Examples where this one time small amount application could be beneficial: a school strike – where continued services are requested, a traumatic event (fire, suicide at school), a new program within the community to assist with start-up costs.

2. Support community projects with partners and consider an agency's additional grant application.

   Considering additional grant applications that are part of a partnership to complete a community project will further strengthen agencies seeking partnerships as well consider emerging needs and/or projects (mentioned in #1). Organizations forming partnerships could apply for funding both as an independent organization to seek support for an on-going or new program, but also as a partner on another initiative (ex. The Poverty Response Committee, Food Bank and Turning Point could apply for funds to support Homeless Connect Event held annually in October).

3. Tie grant funding to Social Planning Strategy

   This recommendation is brought forward from the June 2011 RCSAC recommendations and will bring together the social planning strategy and implementation of community social services working in support of the strategy.

4. Education and Increased Transparency regarding program criteria and grant funding decisions.

   Agencies newly working in Richmond and those new to the City of Richmond's grant program will benefit from education on how the program works.

   It has been requested that there is more of an understanding regarding the grant program criteria.

Communications to the RCSAC about grant information and presentation opportunities are welcomed and it is requested these communications are sent to both the agency representative and their alternate.

The opportunity to find out more about the grants awarded, especially when there are changes to the amount was also requested.

5. Online Grant Application.

   There was a request for the online application to provide the ability to save the application and be able to access it multiple times to complete it before submitting it. An example was brought forward of online grant applications that provide a log in so you can come back to grant application later to provide further information review/revise.

6. Format of Application

   There was a request for the online application to reduce the number of responses required in the table format, and allow for increased narratives.

Recommendations Endorsed by the RCSAC Committee: April 12, 2012

Sherlock, Lesley

From: Fleur Cooper [FCooper@BigSisters.BC.CA]
Sent: Tuesday, 03 April 2012 17:01
To: Sherlock, Lesley
Subject: City of Richmond Evaluation Feedback

Hi Lesley,
Great to chat to you just now. Please find below the feedback from Treena Innes, Director of Development with regards to the City of Richmond grant process. When you have a moment if you could please send me your logo and we will be able to include it in our recognition pieces. Thank you so much for your support, we really appreciate it.

Pros

Multi year funding option

Well defined criteria

Fund Operating Expenses

Cons

Would like further definition/interest on Minor and Major Grant criteria

Opportunities:

If City of Richmond could be an advocate to help charities promote their programs/volunteer opportunities to the community

Fleur Cooper
Fundraising Manager
Big Sisters of BC Lower Mainland
P: 604-873-4525 ext. 317 **E:** fcooper@bigsisters.bc.ca
www.bigsisters.bc.ca

Big Sisters
of BC Lower Mainland

Two great spring events – one great cause!
Grape Juice Wine Auction and Big Sisters Spring Lunch – please join us!

2012 City of Richmond Arts & Culture Grants Program
Grant Recipient Survey

Ten (10) grant recipients completed the survey. Their responses are below:

1. How did you hear about the Richmond Arts & Culture Grant Program?
(please check as many as apply)

90%	Email from City of Richmond's Cultural Development Manager
50%	Other*
40%	City of Richmond newspaper advertisement
40%	Email from Richmond Arts Coalition
30%	City of Richmond website

*Other: City staff (2), have received previous City Grant (2), involved in process (1)

2. Did you attend one of the introductory workshops offered?

80%	yes
20%	no

3. How well did you understand the Grant Guidelines and Form?

Criteria as described in *Guidelines*

50%	Almost completely or completely
40%	Mostly
10%	Somewhat
0%	Not at all

Questions in the *Form*

55.6%	Almost completely or completely
33.3%	Mostly
11.1%	Somewhat
0%	Not at all

COMMENTS:
We found the Guidelines and Application Forms for both Project and Operating Grants clear and understandable. However, we initially submitted a Project Grant for an Operational expense. In looking back on how this happened, we referred to the notes from the workshop. It was suggested that Operating Grants were for "taking the organization to the next level". To us this meant having to greatly expand our Guild's membership and activity, which we couldn't guarantee. We were looking for financial support just to sustain our current activities, not to move to the next level. It was also suggested that there was an expectation that most of the grants would be Project Grants, not Operational. To us, this meant that Operational Grants were more for organizations larger than ours with paid staff. Also, the Operating Grant Form was not available on the web site -- there are no specific directions about how to obtain this form, so I image the Cultural Services Manager was flooded with requests. See http://www.richmond.ca/culture/artists.htm After the January 6 deadline (not a great time of year for organizations that only meet monthly), Arts Centre staff explained that there was some confusion by several groups and they were extending the deadline and offering to look over our applications beforehand. This is very helpful and put us on the proper path to a successful application. In future workshops, I suggest that facilitators keep strictly to the printed guidelines, offer specific examples of what each grant can be used for, and be prepared to answer specific questions that each group might have on their own situation. Finally, I

found the application forms a challenge to fill in. In particular, the Proposed Budget page has line items for "Other (Specify)" costs in each subsection -- you can input the number, but there is no way to input the words to describe this cost. In the end, I had to create and submit a separate Proposed Budget Sheet to show our additional costs. I discovered the easiest way to fill in the form was to write the text in WORD, using its Word Count and Spell Check features, then copying and pasting into the application form.

We under - estimated our own impact in the community. We'll make a fuller and more complete application containing this and other information if there is a subsequent grant application opportunity

Some areas were very difficult for me since I had never applied for a grant before. It took me a huge amount of time to write it up.

I think that the forms might have seemed a bit daunting for first time users, but compared to other grant application forms, they were very much in line. Also Liesl was extremely helpful in answering questions etc.

4. How will receiving this grant impact your operations or project?

For Operating Assistance

57.1%	Major
42.9%	Significant
0%	Some
0%	Minimal

For Project Assistance

40%	Major
60%	Significant
0%	Some
0%	Minimal

COMMENTS:
By subsidizing our rent, the Operating Grant will allow us to keep our membership fees at the present sustainable level. We will also be able to expand our publicity, to attract more members. The Project Grant will help us further "tell our story" to a wider audience and give our members some unique experiences in working with young people. The Operating Grant will also ensure we can fund enough material to supply quilts etc. to fill the requests made by our community partners in this time of accelerated population growth in Richmond.

We will be having a 3 day workshop for the first time in several years and this will greatly benefit our membership and the club

It enables us to do some long - range planning knowing that we will be operational.

This funding was essential in being able to put together a new community outreach project.

Our other festival was out of my own pocket. THis will help with awards, assistant, a program guide and the celebration.

5. The Operating Assistance Grant offers funding up to 30% of the total cost of the project to a maximum of $10,000. Is this an appropriate amount?

60%	yes
20%	no
20%	unsure

COMMENTS:
We were not eligible for the operating assistance grant this year and we will review our budgetary needs for the next grant year

it's hard to judge whether it is appropriate or not, because we do not know the criteria to make the judgement. if we take into the consideration of the tremendous volunteers hours involved, the sacrifice of a personal well-being life, and the endless stress and pressure

we have to face everyday in life, it's way from enough. Just think how much a minimum salary for a person to make a decent living in this expensive place and world.

As a new society, we had very little budget

The 10,000.00 maximum is sufficient provided that the percentage is increased to 50% of the applicants budget. This should help offset the decrease or elimination by the Provincial Government in funding for adult arts. There are not too many places that most of the Richmond applicants can apply for funding.

6. The Project Assistance Grant offers funding up to 50% of the total cost of the project to a maximum of $5,000. Is this an appropriate amount?

60%	yes
10%	no
30%	unsure

COMMENTS:
This year, for our purposes, this was sufficient.

Our organization does not regularly have "projects" other than our community concerts, which comprise our regular activities

The 50% is fine, however the maximum of $5,000.00 means that the total budget would be only $10,000.00. Depending upon the project this may not be sufficient.

7. We will offer free workshops prior to the deadline for the next round of applications. Please indicate which workshops, if any, you would be interested in attending.

90%	grant writing
60%	budget creation
10%	none of the above

COMMENTS:
How to document expenses properly.

8. If there is any other feedback you would like to provide, please do.

Thanks for the opportunity to give feedback on this new City Grant Program. Public funding of the arts is easily criticized, even when financial controls are in place and objectives are clear. I think this increased arts funding by the City to will result in a stronger, more stable arts community. All the best for the future.

We find some problems with both application forms: 1) questions are redundant -- similar questions repeat. 2) the design of the budget is not very clear, the categories are confusing. 3) the PDF file is not allowed to save the data, which is very problematic. I have just completed a CIC-inter-action grant, I feel it is well designed and very user friendly. 4) Overall, there are too many questions in the forms and very complicated. The purpose of the grant - and any grant in general, is to support the social endeavours, which are always non-profit and volunteer based, but with such complicated procedure, it is so time consuming and exhausted, and eating the energy of any real creation. The mentality of artists in Canada is really grant driven and oriented, which is a very sad thing. Energy and attention are spend less on real creation than bureaucratic process. [We are…] forever grateful to the wonderful support from the City, and we are very happy for the great progress happening to the arts.

And we believe this Arts and Cultural Grant will make tremendous contribution to the community. On the other hand, most of my time are now spending on grant writing, constant worry about money..... . therefore, we just wish the Application Form could be simplified and more user friendly, which its purpose of supporting art would be more efficiently realized. Thank you.

We are truly grateful to the City of Richmond for creating this funding. If the band can reciprocate by performing at a civic function please let us know.

Thank you so much for creating this granting program and valuing the arts so much.

The staff were great. They helped with questions and did not give any advice which would be a conflict of interest but showed support and answered general questions. It was a lot of work-estimated 60 hours but may have taken longer due to having to learn as it was being done in a fairly short time frame.

We acknowledge that this was a HUGE job for city staff and appreciate their hard work. We would also like to express our thanks to city staff and the Mayor and Council for making these changes and allowing us to continue to support the arts, artists and artisans in Richmond and create exhibitions that will be free to the public to enjoy.

I feel the process was very well laid out in both the workshop and the printed documents and the staff was very helpful when questions arose.

City of Richmond

Policy Manual

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File Ref: 03-1085-00	City Grant Policy	

City Grant Policy
Please note that there is a separate Sport Hosting Incentive Grant Policy (3710) and Child Care Development Policy, including Child Care Grants (4017).

It is Council Policy that *(***proposed amendments are in bold***)*:

1. The following City Grant Programs be established, to be designed, administered and reported by the respective departments:
   - Health, Social and Safety (Community Social Services)
   - **Arts and Culture** (Arts, Culture and Heritage)
   - Parks, Recreation and Community Events (Parks and Recreation).

2. Casino funding will be used to create three separate line items for these City Grant Programs in the annual City operating budget.

3. Each ***of the three City Grant*** Programs will receive an annual Cost of Living increase.

4. A City Grant Steering Committee consisting of a representative of Community Social Services, Arts and Culture and Parks and Recreation, will meet at key points in the grant cycle to ensure a City-wide perspective.

5. Applications will be assessed *based* ***on program-specific criteria that reflect*** the City's Corporate Vision, Council Term Goals and adopted Strategies. ***Information regarding assessment criteria and the review process will be provided in Program Guidelines.***

6. ***City Grant Programs will consist of two streams*** of grant requests, (1) $5,000 or less and (2) over $5,000, whereby application requirements ***may*** be streamlined for requests of $5,000 or less.

7. Only registered non-profit societies governed by a volunteer Board of Directors, ***requesting funding to serve primarily Richmond residents,*** are eligible.

8. Applicants may apply to ***only*** one of the three Programs ***per year***.

9. Applicants receiving City Grants for a minimum of the five most recent consecutive years will have the option of applying for a maximum three-year funding cycle.

10. Community Partner documents submitted to fulfill annual funding agreements with the City will be considered as part of grant application requirements.

11. Due to the high number of applications for limited funding, and as applicants may apply the following year, no late applications are accepted and there is no appeal process to Council's decision.

Note: Omitted previous #4, "Recipients who received a grant the preceding year for the same purpose will receive a Cost of Living increase" to allow for discretion in recommendations.