

THE CORPORATION OF THE TOWN OF GEORGINA

REPORT NO. SI-2024-0001

**FOR THE CONSIDERATION OF
COUNCIL**

January 24, 2024

SUBJECT: NON-PROFIT ORGANIZATION GRANT PROGRAM - INTAKE 1

1. RECOMMENDATION:

- 1. That Council receive Report No. SI-2024-0001 prepared by the Strategic Initiatives Department dated January 24, 2024 respecting the Non-Profit Organization Grant Program - Intake 1.**
- 2. That Council approve the disbursement of grant funding in the amount of \$296,827 as follows:**

Routes Connecting Communities	- \$ 34,200
Georgina Centre for Arts and Culture	- \$125,000
The Skilled Trades Centre (GTTI)	- \$ 50,000
Georgina Feral Cat Committee	- \$ 6,000
Georgina Military Museum	- \$ 25,000
Georgina Chamber of Commerce	- \$ 56,627

- 3. That Council provide funding in the amount of \$1,659 for the purpose of providing a reimbursement to the Duclos Point Property Owners for the Minor Variance application submitted to facilitate the construction of the proposed pavilion/community shelter in the Duclos Point community park.**
- 4. That Council reserve \$51,514 of the \$350,000 budget allocated to the 2024 Non-Profit Organization Grant Program for Intake 2.**
- 5. That Council refer Hospice Georgina to the Strategic Initiatives Department for further discussion on the proposed Health Care Strategy in order to determine the most appropriate manner for the Town to support this initiative. And further, that Hospice Georgina be invited to present their project to Council at an upcoming Council meeting.**
- 6. That Staff be directed to notify all grant recipients and finalize the key performance indicators, reporting requirements, code of conduct and require that the recipients enter into a partnership agreement with the Town prior to the disbursement of funds.**

7. That all grant recipients be required to recognize the Town of Georgina as a supporter of the funded project(s), by including the Town's wordmark on print and digital marketing materials.
8. That the Georgina Centre for Arts and Culture and the Military Museum be requested to conduct a review of their business operations, and present to the Town's Internal Review Team in the Fall of 2024 a report to outline their long-term plans to become more financially sustainable.

2. **PURPOSE:**

This report provides an overview and evaluation of the applications received for Intake 1 of the Non-Profit Organization Grant Program, and requests that Council consider the allocation of funding as recommended by the Town's Internal Review Team.

3. **BACKGROUND:**

Over the past 10+ years, Council has provided funding as part of the annual budget deliberations to various non-profit organizations in Georgina to support activities, programs and the delivery of services that benefit the community. During the 2023 budget deliberations, Council requested that there be a review of the process undertaken to receive and evaluate these requests, and to formalize a Non-Profit Organization Grant Program.

In the spring of 2023, the Strategic Initiatives Department retained a consultant to review the existing funding program and make recommendations on the design of a new streamlined Grant Program. This review included consultations with Council, Staff and past grant recipients and a review of funding programs offered by other municipalities and the manner in which they support community and non-profit organizations. This review by the consultants allowed for an unbiased approach to implementing a new funding program. The consultant's report and recommendations were presented to Council on August 2, 2023 and included in Staff Report SI-2023-0014. The consultant's report included recommendations to ensure that this funding program was open to all non-profits and that all grant recipients be required to provide a detailed accounting on how the funds were spent in order to ensure transparency and efficient use of Town funds. The consultants also provided input into the creation of an application that would help create a consistent evaluation and reporting process.

The consultants recommended that the following guidelines form the basis of a new grant program:

- Applicants must be non-profit organizations
- Organizations can request a minimum of \$5,000 up to \$100,000
- The intention of the Grant Program is to move away from funding core operations and towards a project-based funding program

- Cost related to the administration of the proposed project should be limited to 20%
- There will be a gradual reduction of funding provided to each organization to ensure that they do not become reliant on the Town for funding and that funding can be available for a variety of new and/or enhanced projects.
- That applicants be required to enter into a partnership agreement to confirm reporting metrics and adhere to a code of conduct.
- A holdback of 10% of the grant funding until such time as the final report is received from the applicant.

At the August 2, 2023 Council meeting, Council approved a budget of \$350,000 for the administration of the new grant program in 2024 and requested that two grant intake periods be provided.

In mid-October, notice of Intake 1 of the Grant Program was posted on the Town's website, posted on social media and past recipients were notified. Applicants were given the opportunity to reach out to Staff with any questions about the application process. The intake closed on November 20, 2023 and a total of nine (9) applications were received from the following organizations:

1. Routes - \$67,000
2. Georgina Art Centre and Gallery - \$140,000
3. The Skilled Trades Centre - \$60,000
4. Georgina Feral Cat Committee - \$12,450
5. Georgina Military Museum - \$25,000
6. Georgina Chamber of Commerce - \$79,437
7. Duclos Point Ratepayers - \$10,000
8. Hospice Georgina - \$1,000,000*
9. Historical Society - \$5,000 **

*Given that the amount being requested is beyond the grant program's total budget, staff recommend that Council refer Hospice Georgina to the Strategic Initiatives Department for further discussion on the proposed Health Care Strategy to determine the most appropriate manner for the Town to support this initiative.

**Given the nature of the project submitted by the Historical Society, Staff have referred this grant to the Economic, Culture and Community Betterment Grant Program. This grant request will be processed in the coming weeks by the Internal Review Team.

A total of \$393,887 in grant funding has been requested excluding those applications submitted by Hospice Georgina and the Historical Society.

Staff note that representatives from the Georgina Food Pantry and the Farmers' Market have contacted staff and indicated that they would be applying to the second intake. Given that notice of a second intake has been provided, and that there may

be other organizations who will apply for funding, it is recommended that Council set aside approximately \$50,000 for this next intake. Staff recommend that in consideration of the funding available in the second intake that organizations that have not received previous funding from the Town in 2024 be given priority.

4. ANALYSIS:

Town Staff conducted an initial review of the applications for completeness and provided the Internal Review Team with the applications and the evaluation matrix. Town Staff contacted the organizations when necessary to clarify or request additional documentation to support their application. The Internal Review Team was comprised of Staff members having a history of working with the organizations, expertise dealing with grant programs/financial reporting and/or involved with the organization or project.

The evaluation process was based on the recommended guidelines prepared by and presented to Council in Report SI-2023-0014 and summarized below:

1. Organizational Assessment
 - a. Organization Eligibility
 - b. Financial Position of Organization
2. Project Assessment
 - a. Project Eligibility
 - b. Expense Eligibility
 - c. Community Impact of Project and Alignment with the Corporate Strategic Plan
 - d. Exceptions

4.1 Evaluation of Applications:

Staff findings and recommendations from each of these steps are summarized below.

1. Organizational Assessment

Eligible organizations must meet the following criteria:

- Be incorporated as a not-for-profit/charitable organization.
- Have offices in Georgina and primarily serve residents and businesses located in Georgina.

The financial position of organizations was assessed to provide accountability in the distribution of Town funds, ensuring the Town provides funds to organizations who require the funding to deliver the proposed project or service, and who have the financial stability to carry out the project as described.

All applicants met the organization eligibility, and their financial position was considered when evaluating and determining the amount of funding allocated to each project.

4.2 Project Assessment:

The following criteria were used by the Internal Review Team to assess the various projects. These criteria help to ensure an open, transparent, and consistent evaluation process, and considered the approved budget for the funding program, eligibility, and the overall goal of avoiding duplication, and supporting non-profit organizations in delivering programs and services that benefit the community.

Criteria	Definition
Project Eligibility	Projects must contribute to the social, economic, cultural, health or general well-being of the Town of Georgina.
Expense Eligibility	Eligible expense are those that meet the following criteria: <ul style="list-style-type: none"> • Administrative expenses cannot exceed 20% of the total project funding request. • Expenses must be related to the delivery of the program/project. • Capital expenses shall not form the majority of the funding request
Community Impact	Community impact is defined as the benefit of the project to the community. Community Impact was assessed based on the alignment to the Town’s priorities in the 2023-2027 Corporate Strategic Plan. Projects were rated on a scale of High, Medium, Low.
Exceptions	There was an understanding that certain organizations would require exceptions to the criteria due to their reliance on the Town to provide operational funding and that the loss of this operational funding would jeopardize their ability to operate in 2024. Staff also considered that organizations that have historically received Town funding would have commenced with their 2024 workplans based on this historical funding.

For those organizations (Military Museum and Georgina Centre for Arts and Culture) receiving funds to sustain operations, it is recommended that staff meet with these

organizations on a regular basis to explore grant funding, partnerships and alternate business models that may assist these organization to reduce for their reliance on Town funding. In addition, it is recommended that these organizations be required to conduct a review of their operations and present to Staff in the Fall of 2024 a report to outline their long term plans to reduce their reliance on Town funding and become more financially sustainable.

4.3 Recommended Funding Allocation by Project

The Table below summarizes the various funding requests received from each organization, and the Internal Review Team's recommended funding by project. The rationale is provided in Attachment 1.

Organization	Project	Funding Request	Recommended Funding
Routes	Free Income Tax Clinics for Those in Need	\$22,800	\$0
Routes	Transportation Services	\$44,200	\$34,200
Georgina Centre for Arts and Culture	Operating Expenses (Staff, administration, building costs, and organization of the exhibits and programs)	\$140,000	\$125,000
The Skilled Trades Centre	Introduction to Welding Program	\$60,000	\$50,000
Georgina Feral Cat Committee	Spay/Neuter of Feral Cats and Emergency Vet Care	\$12,450	\$6,000
Georgina Military Museum	Letters Program/Care Crate Program for Members in the Service	\$1,000	\$1,000
Georgina Military Museum	Operating Expenses (Rent, Utilities, Etc.)	\$24,000	\$24,000
Georgina Chamber of Commerce	Visitor Information Services Mon-Fri at the Chamber Office at The Link (Rent & staff wages)	\$22,036	\$22,036
Georgina Chamber of Commerce	Tourism Ambassador Services via attendance at 20 special events, De La Salle trailer kiosk, 19 Farmers' Markets	\$22,169	\$13,500
Georgina Chamber of Commerce	Maintenance/ stocking of information racks at business/Town facilities across Georgina	\$13,880	\$9,880

Georgina Chamber of Commerce	Distribution/ mailing/storage of Town Tourism Guide to Tourism Centres across Ontario and Businesses in Georgina	\$4,586	\$0
Georgina Chamber of Commerce	Business Excellence Awards & Mayor and Council Milestone Awards (Administration, event planning, and venue rental)	\$8,005	\$8,005
Georgina Chamber of Commerce	Discover Georgina Show (Arena rental, signage, advertising, printing)	\$5,556	Refer to Economic, Culture and Community Betterment Grant
Georgina Chamber of Commerce	Ribbon Cuttings (Organization, attendance, and promotion)	\$3,206	\$3,206
Duclos Point Property Owners	Construction of a Community Shelter/Pavilion	\$10,000	\$1,659

Staff note that due to the number of grants received and the need to provide exceptions for some organizations, the Internal Review Team was unable to fund all projects. However, the Town will continue working with all the applicants to identify alternate funding opportunities, provide in-kind marketing and advertising for events/programs, provide support as Board Members and provide additional financial support by attending events and programs.

4.4 Summary of Recommended Funding Allocation by Organization

Organization	Total Requested Amount (\$)	Total Recommended Amount (\$)
Routes	\$67,000	\$34,200
Georgina Centre for Arts and Culture	\$140,000	\$125,000
The Skilled Trades Centre	\$60,000	\$50,000
Georgina Feral Cat Committee	\$12,450	\$6,000
Georgina Military Museum	\$30,000	\$25,000
Georgina Chamber of Commerce	\$79,437	\$56,627
Duclos Point Property Owners	\$10,000	\$1,659

Organization	Total Requested Amount (\$)	Total Recommended Amount (\$)
Total	\$393,888	\$298,486

5. RELATIONSHIP TO STRATEGIC PLAN:

Delivering service excellence
Ensure continued financial sustainability and accountability

This project delivers on Council’s request to conduct a review and implement a streamlined grant application process for non-profit organizations.

Staff note that to ensure the greatest return on the Town’s investment, applications are evaluated against the goals and objectives of the 2023-27 Corporate Strategic Plan.

6. FINANCIAL AND BUDGETARY IMPACT:

A total budget of \$350,000 was approved in the 2024 budget for the administration of the Non-Profit Organization Grant Program.

As noted in Staff Report SI-2023-0014 and the consultant’s report, the creation of this Non-Profit Organization Grant Program improves the Town’s ability to ensure community impact and financial accountability from grant recipients together with improving the overall management of this grant program.

7. PUBLIC CONSULTATION AND NOTICE REQUIREMENTS:

There is no statutory requirement to provide notice of this report. However, all organizations that have submitted an application to this Non-Profit Organization Grant Program have been provided a copy of this Staff Report in advance of the January 24, 2024 Council meeting.

8. CONCLUSION:

This intake was the first for the recently approved Non-Profit Organization Grant Program. Staff intend to continuously improve the guidelines and application process based on lessons learned during Intake 1 and feedback received from the applicants. Evidenced by the number of funding requests received for Intake 1 of the Non-Profit Organization Grant Program, this was a competitive intake and the Internal Review Team carefully evaluated all the projects and specific costs attributed to each project in order to make an informed decision. The decisions of the Internal Review also

considered the 2024 budget allocated to this grant program and the need to set aside funds for Intake 2. The need for two Intakes with dedicated funds for each will be reviewed and considerations provided in a report back to Council.

Due to the historic relationships with some organizations and their dependency on grant funding, exceptions were made to the grant guidelines to ensure these organizations could sustain operations for 2024. However, Staff have recommended that for the long-term sustainability of this Grant Program and the desire to fund a variety of projects, organizations that rely on Town funding to support all or the majority of operational costs be required to conduct a review of their business operations and present to Staff in the Fall of 2024 a report to outline long term plans to become more financially sustainable.

In summary, staff recommend that \$298,486 be administered in Intake 1 and that the balance of the program budget in the amount of \$51,514 be reserved for Intake 2. Upon approval by Council, Staff will meet with the organizations to finalize the details of the partnership agreements and process the funding disbursements.

APPROVALS

- Prepared By: Simone Weinstein
Program Manager
- Reviewed By: Karyn Stone
Manager, Economic Development & Tourism
- Reviewed By: Olga Lawton
Manager, Corporate Strategy and Transformation
- Recommended By: Shawn Nastke
Director, Strategic Initiatives
- Approved By: Ryan Cronsberry
Chief Administrative Officer

Attachment 1 – Funding Rationale Table