

## Request for Decision

### Healthy Community Initiative (HCI) Fund Policy Update

Presented To:	City Council
Presented:	Tuesday, May 30, 2017
Report Date	Wednesday, May 10, 2017
Type:	Managers' Reports

#### Resolution

WHEREAS a revised application process for the administration of the Healthy Community Initiative (HCI) Fund was adopted by the City of Greater Sudbury in 2016 by way of By-law 2016-18, and a review in 2017 has identified administrative changes that would improve the administration of the HCI Fund as outlined in the report;

THEREFORE BE IT RESOLVED THAT the City of Greater Sudbury approves the recommendation to replace Schedule A to By-law 2016-18 as proposed;

AND THAT any necessary by-laws be prepared.

#### Relationship to the Strategic Plan / Health Impact Assessment

This report refers to the administration of the Healthy Community Initiative Fund that supports eligible community-based projects that advance Council's priorities as identified in the Strategic Plan such as strengthening the City's quality of life and place, growing the economy, and improving the community's infrastructure.

#### Report Summary

In March, 2016, the administration of the Healthy Community Initiative (HCI) Fund was delegated to the General Manager of Assets, Citizen and Leisure Services. By-law 2016-18 (B-law) and Schedule "A" to the By-law were established and provide interpretation, definition and direction for the administration of the HCI Fund. Since February, 2017, the Community Initiative and Performance Section of the Community Development Department took over responsibility for the administration of the HCI Fund from Leisure Services. A review of existing practices to identify efficiencies from the application through to the approval process has resulted in the development of the proposed administrative changes identified in this report. As these changes are significant and only apply to Schedule "A" of the By-law, it is recommended that the Schedule only be replaced.

#### Signed By

**Report Prepared By**

Lyne Côté Veilleux  
Co-ordinator of Community Initiatives &  
Quality Assurance  
*Digitally Signed May 10, 17*

**Division Review**

Rob Blackwell  
Manager of Community Initiatives and  
Performance Support  
*Digitally Signed May 10, 17*

**Recommended by the Department**

Catherine Matheson  
General Manager of Community  
Development  
*Digitally Signed May 10, 17*

**Financial Implications**

Apryl Lukezic  
Co-ordinator of Budgets  
*Digitally Signed May 11, 17*

**Recommended by the C.A.O.**

Ed Archer  
Chief Administrative Officer  
*Digitally Signed May 15, 17*

## **Financial Implications**

There are no financial implications. There are no recommendations made to change the funding levels of the Healthy Community Initiative Fund allocations available to the community.

## **Background**

The revised administration process of the Healthy Community Initiative (HCI) Fund approved by Council on March 8, 2016, was promoted to the community in May, 2016, by several means including the City's website and through the Community Action Networks. The City received a wide variety of funding requests from a broad spectrum of applicants. Some of the requests illustrated gaps in the evaluation and approval process not contemplated by By-law 2016-18 and its Schedule "A".

This report recommends that the processes for administering the funds as they are currently outlined in Schedule "A" to By-law 2016-18 be replaced with the newly revised administrative guidelines as attached in Appendix A - HCI Fund Amended Schedule A – Administrative Guidelines.

## **Current HCI Fund Administration and Approval Processes**

By-law 2016-18 delegates authority to the General Manager of Community Development to administer the By-law and the HCI process.

The By-law identifies that eligible grant requests of \$1,000 or less and capital funding requests of \$10,000 or less can be approved by the General Manager. HCI funding requests which exceed these amounts and that conform to the By-law are brought forward to Council for their consideration and approval.

Although By-law 2016-18 provides interpretation, definition and direction for the administration of the HCI Fund, a review of existing practices has resulted in the development of a more detailed description of the administrative process to replace the current Schedule "A" of the By-law. There are no changes proposed to the framework of the HCI Fund and/or to By-law 2016-18.

## **Highlights of Proposed Amendments to Schedule "A" of By-law 2016-18**

### **Change 1: HCI Fund Application and Approval Process**

All HCI Fund applications are currently accepted and approved on a "first come, first served" basis and are received continuously throughout the year. With the current application process, requests for HCI funds are evaluated and approved in the order in which they are received without consideration of other requests subsequently being submitted. This may preclude worthy initiatives from receiving funding with others taking the bulk of the allocation. Therefore, it is suggested that two application uptake periods, similar to that of the Arts & Culture Grants process, be implemented as follows:

- Winter (February 1st to February 28<sup>th</sup>)
- Fall (September 15<sup>th</sup> to October 15<sup>th</sup>)

Upon closure of the uptake period, all eligible applications requiring Council approval would be brought forward. This process would allow for the prioritization of applications and a more efficient means of evaluating requests.

With defined application uptake periods, community groups are provided with an appropriate timeframe to submit applications, and administratively, there is reasonable time provided to complete year-end budget reporting and establish work plans for the coming year.

Applicants should be discussing with and obtaining support from Ward Councilors prior to submitting an application.

For 2017 only, the application uptake will continue up to and close June 30, 2017. The proposed fall and winter uptake periods will start on September 15, 2017. This policy as amended, if approved by Council, would take effect July 1, 2017.

### **Change 2: Capital Funds & Project Management**

During the uptake period, applications for HCI capital funds are submitted accordingly with prescribed details for each project. The costing, timeframes and accountability for the project would be reviewed by city personnel.

Each project would also be evaluated with respect to the Parks, Open Space and Leisure Master Plan to ensure alignment with the goals and priorities of the plan.

The funds for capital projects approved through the HCI process would be internally transferred to the appropriate cost centre. A designated City division/section would be responsible for assigning a project manager to work with the community group to ensure successful and timely completion of the project.

Capital fund stacking, such as applying for HCI funds for a capital project that already has, or anticipates an allocation of capital funding from the capital budget, would be allowed for projects that require extra funding to complete the project. For capital projects, the maximum capital allocation for HCI would be capped at \$50,000.

Proposed capital projects would be required to have a completion timeframe whereby awarded HCI capital fund allocations would be expended and project completed within a 24 month period. If not, the funds would be returned to the Ward allocation.

Work on City property is completed by city personnel or approved contractors to address risk management issues and maintain quality control, however; Leisure Services has continued to see a high level of community ownership and volunteer commitment in working on approved grant initiatives. The City has received donations which, in some cases has helped to expand the scope of projects and has allowed for more work to be completed than was originally identified under the application. This, however; needs to be met with some caution to ensure that City policies and procedures are followed during construction on City-owned property. Therefore, the

City will continue to manage HCI capital projects while attempting to accommodate volunteers as much as possible. In certain cases, Council may be requested to authorize additional agreements where in-kind labour and work is involved. All capital project requests must meet CGS standards, design guidelines, e.g. bench type, splash pads.

### **Change 3: Grants**

The grants component of the HCI process has been used to support community groups with organized activities and events. There are applicants for HCI grant requests that are also receiving additional funding from other City sources (i.e. Arts & Culture, Transit or Community Economic Development grants) towards the same initiative. In some cases, the HCI grant, if approved, would provide the larger percentage of funding for the initiative.

The current Schedule "A" of By-law 2016-18 indicates that a community group applying for an HCI grant must not be receiving other CGS funding/support related to the application (i.e. stacking of grants or funding). This wording could preclude a valuable community initiative from occurring because the group is receiving, for example, a smaller grant from another source.

It is suggested that Schedule "A" of By-law 2016-18 allows flexibility to weigh the value of all potential granting sources and allocate reasonable HCI grant funding based on the applications value/merit. Applicants would be required to disclose in their application for HCI funds if they have made application for other City funding, including the anticipated amount.

### **Change 4: Multi-Ward Applications**

Applications have been received and approved in the past whereby funding was requested from multiple or all Wards for a single community initiative benefiting multiple Ward citizens, such as the Nickel District Conservation Authority's Fast Flowing Waters Program. As such, this practice may limit the amount of HCI funds that are available to other groups if it becomes wide spread.

It is suggested that multi-ward HCI grants be limited to four (4) Wards for the same initiative. Any applications for multi-ward allocations over the four Ward limit would require Council approval and the grant would need to clearly demonstrate how all Wards within the application will directly benefit from the initiative for which the funding was requested.

### **Change 5: Recurring Applications**

It is suggested that recurring requests for which HCI funds were granted twice for the same purpose or towards the same event, activity, or program, not be eligible to receive HCI funding for a third and subsequent time, and that these requests be referred to the City's Annual Grant application process. Recurring applications for a

specific capital project may be considered for capital fund stacking to assist in completing the project.

## **Next Steps**

Approved administrative guidelines proposed in the newly revised Schedule "A" to By-law 2016-18 (Appendix A - HCI Fund Amended Schedule A - Administrative Guidelines) will take effect July 1, 2017, for new applicants with the exception of the 2017 application uptake periods only as indicated. The City's HCI Fund website and related communication to applicants will be updated to reflect these changes in practice.

## **Resources Cited**

Revised administration process of the Healthy Community Initiative (HCI) Fund approved by Council on March 8, 2016  
<http://agendasonline.greatersudbury.ca/?pg=agenda&action=navigator&lang=en&id=1062&itemid=11101>

By-law 2016-18

[https://www.greatersudbury.ca/sudburyen/assets/File/By-Law\\_2016-18.pdf](https://www.greatersudbury.ca/sudburyen/assets/File/By-Law_2016-18.pdf)

Parks, Open Space and Leisure Master Plan

[https://www.google.ca/url?sa=t&rct=j&q=&esrc=s&source=web&cd=2&cad=rja&uact=8&ved=0ahUKEwimt6G32p\\_TAhWV8oMKHXrVAEYQFggfMAE&url=https%3A%2F%2Fwww.greatersudbury.ca%2Fsudburyen%2Fassets%2Ffile%2Fleisure%2520Master%2520Plan%2520Review%25202014\(1\).pdf&usg=AFQjCNE-EeL8AHvFKFhhi2vXI446iB37Ww](https://www.google.ca/url?sa=t&rct=j&q=&esrc=s&source=web&cd=2&cad=rja&uact=8&ved=0ahUKEwimt6G32p_TAhWV8oMKHXrVAEYQFggfMAE&url=https%3A%2F%2Fwww.greatersudbury.ca%2Fsudburyen%2Fassets%2Ffile%2Fleisure%2520Master%2520Plan%2520Review%25202014(1).pdf&usg=AFQjCNE-EeL8AHvFKFhhi2vXI446iB37Ww)

## Schedule “A”

To By-law 2016-18 of the City of Greater Sudbury

## Healthy Community Initiative Fund Administrative Guidelines

### A. Terminology

Annual Grant	Specific grant allocated from Leisure Services’ operating budget to qualifying recipients on an annual basis
Capital funds	HCI Fund allocations relating only to City infrastructure initiatives or projects within a City property, including without limitation: buildings or structures, playground structures, machinery or equipment, extension of utilities to or within a City property
City	The municipal corporation of the City of Greater Sudbury or the geographic limits of the City of Greater Sudbury as the context requires
Community Event	An event organized: a. by a Councilor or by a City department at the request of a Councilor; or b. jointly by any two or more of a City department, a Community Action Network, a Councilor and a Community Group
Community Group	A not-for-profit group that holds a bank account with a recognized financial institution
Council	The Council of the City of Greater Sudbury
Grant	HCI Fund allocation towards supporting a Community Group with eligible expenses relating to a community event, activity or program that will benefit the residents of the Ward, including without limitation: space rental fees or permit fees, venue decorations and set up, catering, materials, supplies, equipment rental, giveaways and prizes
HCI Fund	The total amount of funds allocated by Council in the budget process in any given year to the HCI Fund for expenditure in accordance with By-law 2016-18
Ward	One of the twelve Wards into which the City is divided

### B. Purpose

By-law 2016-18 governs the annual allocation of the Healthy Community Initiative (HCI) Fund. The Fund is to be distributed equitably across all wards and the administration of the Fund is delegated to the General Manager, Community Development. The following guidelines serve to assist staff in fulfilling the requirements of the By-law in administering the HCI Fund.

### C. Guiding Principles

1. The HCI Fund is intended to support community-based projects which advance the City’s strategic priorities. To achieve that goal, every expenditure from a Ward allocation must positively influence at least one of the Healthy Community Initiative Priorities and one Sustainable Development Challenge as per the Healthy Community Charter as follows:

HCI Priorities	Sustainable Development Challenges
<ul style="list-style-type: none"> <li>• Human Health and Well-being (e.g. trails, park enhancements, beautification and improved recreational opportunities)</li> </ul>	<ul style="list-style-type: none"> <li>• Safety</li> <li>• Health Status</li> </ul>
<ul style="list-style-type: none"> <li>• Environmental Sustainability (e.g. neighbourhood clean ups, tree planting, community gardens and conservation efforts)</li> </ul>	<ul style="list-style-type: none"> <li>• Ecosystems</li> <li>• Lake Water Quality</li> </ul>
<ul style="list-style-type: none"> <li>• Economic Vitality (e.g. regional and provincial events, promotion of Greater Sudbury, festivals and fairs)</li> </ul>	<ul style="list-style-type: none"> <li>• Youth Out-migration</li> <li>• Employment</li> <li>• Arts &amp; Culture</li> <li>• Infrastructure</li> </ul>
<ul style="list-style-type: none"> <li>• Civic Engagement and Social Capital (e.g. neighbourhood events, volunteer recognition and community art projects)</li> </ul>	<ul style="list-style-type: none"> <li>• Homelessness</li> <li>• Poverty</li> <li>• Education Achievement</li> </ul>

2. HCI capital funds aim to complete or contribute to small scale City projects or support the acquisition of capital assets.
3. The HCI Fund establishes a responsive method of providing financial support towards local community group initiatives and prioritized capital projects.

## D. Fund Allocations

The annual budget includes an allocation per annum for each of the twelve (12) Wards to fund eligible initiatives.

A maximum of 25% of the total Ward allocation may be expended on grants and a minimum of 75% of the total Ward allocation may be expended on capital projects.

Monies not expended from a Ward allocation on grants may be expended on capital projects.

At the end of the calendar year, any unexpended grant allocations are transferred into the HCI capital allocation, and the total sum of unexpended HCI capital funds are carried forward for the following year.

## E. Authority & Project Management

Requests for capital or grant allocations may be fully or partially funded depended on the scope of the requests, available funds, their priority against other requests/projects and in the case of capital requests, the number of capital projects for any given City infrastructure to ensure a level distribution of funds.

### **Capital Allocations**

The General Manager is authorized to approve eligible applications for capital fund requests of \$10,000 or less.

Council approval is required for eligible capital expenditures that:

- a. in any year, relate to a project(s) for a single City infrastructure that exceeds \$10,000; or
- b. fund projects that have an impact greater than \$1,000 per year on the City's operating budget.



HCI funds for approved capital projects are transferred to the appropriate cost centre.

An operating department staff member is assigned responsibility for each approved capital project and to keep the respective Ward’s Councilor informed about the status of the project. The assigned staff will work with the successful applicant and be responsible for the planning, procurement, management and implementation of the capital project to ensure its successful and timely completion.

Any donations received by the applicant towards the capital project are assigned to the City and designated for the project. Should the project not proceed, the donated money will be expended as part of another City infrastructure initiative or project in the Ward the donor intended to be benefitted, as determined by the General Manager.

In-kind donations offered to the applicant such as contracted labour and materials will be assessed for risk and liability and may be accepted/approved in accordance with City policies and related practices. The assigned staff lead overseeing the project will ensure that all appropriate measures as applicable (e.g. liability agreements, City approved contractor, health & safety training, proof of certification) are taken for the health and safety of all participants/contributors and that the work to be completed meets all City requirements.

### ***Grant Allocations***

The General Manager is authorized to approve eligible applications for grant requests of \$1,000 or less.

Council approval is required for eligible grant expenditures that:

- a. exceed 1,000; and/or
- b. result in a Community Group applying for the grant receiving a cumulative total grant of more than \$1,000 from the HCI Fund in any calendar year; and/or
- c. in the case of a grant to purchase prizes for an event or the donation of purchased gifts or promotional items for a Community Group or for an event, exceeds \$500 and/or;
- d. are requested from 5 or more Wards.

## **F. Eligibility & Assessment Criteria**

### ***Applicant***

To be eligible to receive a grant, or to submit an application proposing a capital project, an applicant must:

- a. be a not-for-profit community group or organization that conducts its activities within the boundaries of the City of Greater Sudbury; and
- b. have a legal bank account in the name of the applicant or of a not-for-profit, parent group/organization

### **Exclusions**

The applicant, who although may otherwise qualify under the preconditions of eligibility above, will not be eligible if the applicant is in receipt of an Annual Grant for the same purpose as the HCI Fund application.

### **Capital Projects**

Eligible capital project requests must:

- a. relate only to City infrastructure initiatives or projects within a City property, including without limitation: buildings or structures, playground structures, machinery or equipment, extension of utilities to or within a City property, parkland development; and
- b. align with the Parks, Open Space, and Leisure Master Plan; and
- c. benefit the residents of the Ward to which the expenditure relates; and
- d. take into consideration inclusivity, accessibility, cultural appropriateness, and affordability; and
- e. complete a project; and
- f. have any associated ongoing operational costs approved within operating budgets

#### **Exclusions**

Capital project requests that may otherwise qualify under the preconditions of eligibility above will not be eligible if they are for:

- a. the acquisition of City-owned infrastructure on private property
- b. feasibility studies or preliminary design work towards a proposed capital project
- c. recurring operational costs

Eligible HCI capital funding requests will be prioritized and selected within each Ward based on:

- a. their alignment with the Parks, Open Space, and Leisure Master Plan
- b. projects meeting established best practices, design standards and guidelines
- c. value and their benefit to the residents of the Ward in comparison to other similar projects in the City or elsewhere
- d. the timeframe and the City’s capacity to implement and complete the project
- e. any budgetary constraints
- f. potential impacts (positive and adverse) in the Ward, e.g. appropriateness, location, noise level, etc.
- g. where there is capacity to do so, demonstrated commitment by the applicant to secure other sources of funding for the project, e.g. fundraising dollars, donations, grants

HCI capital fund stacking, such as applying for HCI funds for a capital project that already has, or anticipates an allocation of capital funding from the City’s capital budget, would be allowed for projects that require extra funding to complete the project. For capital projects, the maximum HCI capital allocation would be capped at \$50,000.

Proposed capital projects would be required to have a completion timeframe whereby awarded HCI capital fund allocations would be expended and project completed within a 24 month period. If not, the funds would be returned to the Ward allocation.

### **Grants**

Eligible grant requests must:

- a. support a Community Group with eligible expenses relating to a community event, activity or program that will benefit the residents of the Ward including, but not limited to space rental fees or permit fees, venue decorations and set up, catering, materials, supplies, equipment rental, giveaways and prizes; and
- b. consider inclusivity, accessibility, cultural appropriateness, affordability

#### **Exclusions**

HCI grant requests that may otherwise qualify under the preconditions of eligibility above will not be eligible if they are for:

- a. events that have already been initiated or completed
- b. recurring requests that previously received HCI funds twice for the same purpose or towards the same event, activity, program (these requests should be referred to the City’s Annual Grant application process)
- c. operational expenses such as utilities and property taxes

Eligible grant requests will be prioritized and selected for each Ward based on:

- a. value and benefit to the residents of the Ward (directly and indirectly)
- b. accessibility/affordability to residents

HCI grant stacking, such as applying for HCI funds for an initiative that already has, or anticipates other grant funding from the City, would be allowed for initiatives that require extra funding.

## **G. Application Process**

All information regarding the HCI Fund application process is communicated on the City’s website. Promotion of application uptake periods and deadlines is announced through social media and public service announcements to the media.

There are two application uptake periods per year as follows:

- Winter (February 1-28)
- Fall (September 15-October 15)

Applications that are submitted past the uptake period deadline and/or are incomplete will not be accepted.

Applications may be submitted in the current year for initiatives scheduled to occur early in the following year, e.g. submission of application in the Fall uptake period for an event scheduled in January of the following year.

The HCI Fund Application Form is available in electronic format on the City’s website. All applications are to be submitted and received by the City electronically, e.g. by e-mail at the address indicated on the form or an established portal.

Applicants should be discussing with and obtaining support from Ward Councilors prior to submitting an application.

### ***Application Form***

The application form combines both capital and grant funding requests. Applicants must complete the form in its entirety ensuring to provide sufficient details about their request to satisfy all HCI Fund eligibility criteria.

For capital funding requests, supporting documentation such as letters of support are required, and sketches, diagrams or pictures and other descriptive details of proposed projects and their locations are encouraged.

Upon receipt of their application, applicants will receive electronic acknowledgement from the City via e-mail.

## **H. Application Review Process**

Upon closure of the uptake period applications are assessed in detail against the established HCI Fund criteria herein and any related By-laws.

During the evaluation process, applicants may be contacted to provide additional information within a prescribed amount of time. City personnel may consult with stakeholders, field specialists and or other resources to determine feasibility of projects before making a decision.

All eligible applications that are evaluated and selected are forwarded either to the General Manager and/or City Council with respect to final approvals. Those applications requiring Council approval will be included in an agenda report for the next scheduled meeting of Council following the closure of the evaluation process or shortly thereafter depending on process timelines and availability.

## **I. Awarding Process**

Successful applicants will be notified verbally by telephone and subsequently in writing by way of a letter.

HCI grant allocation letters will be accompanied by a cheque in the approved amount, and will prescribe the intended use of the funds, the process to report back on the use of the funds post-project/initiative, and consequences of the misuse of funds.

HCI capital funding allocation letters will provide the name and contact information of the City staff person assigned as the project manager and be accompanied by a letter agreement that stipulates the terms and conditions of the funding, where applicable.

Unsuccessful applicants will receive a letter to inform them that their funding request was not approved and the reason(s) for which it was not.

## **J. Reporting to Council**

Ward Councilors will be informed of HCI Fund applications for their respective Ward. Staff from the Community Development Department will prepare reports to Council semi-annually to notify of successful and unsuccessful applications and will seek Council approval on requests in accordance with By-law 2016-18.

(May 10, 2017)