

## Results of 2022 Five-year Value for Money Review of Community Annual Grants

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Prepared by:	Steph Mathieu Leisure Services
Recommended by:	General Manager of Community Development

### Report Summary

This report provides the results of the Council directed five-year value for money review of community annual grants initiated in 2022.

### Relationship to the Strategic Plan, Health Impact Assessment and Community Energy & Emissions Plan (CEEP)

This report refers to the goal: Create a Healthier Community as identified in the Strategic Plan, as it aligns with the Population Health Priorities of Play, Age Friendly Strategies, Compassionate City, and Families. The information in this report has no relationship to the Community Energy & Emissions Plan.

### Financial Implications

There are no financial implications associated with this report.

### Background

The City of Greater Sudbury has authorized payment of grants to various not-for-profit community organizations dating back to at least 2005. These grants are the result of previous Council decisions through annual budget processes, Council resolutions and/or approval of business cases. Exceptions to this statement would include grants provided to organizations designated as Seniors Active Living Centres (formerly Elderly Persons Centres) receiving Provincial funding, which requires a contribution of 20% of operating costs by the municipality. Also, City Council previously approved Terms of Engagement for Community Action Networks which also included the approval of \$2,500 to each established Community Action Network (CAN) to assist with operating costs.

There is no application process for annual grants. Rather, City Council has approved annual grants each year through the annual budget process and through the passing of an annual approving by-law.

In 2017, staff created a value for money review framework in consultation with the City's Auditor General's office and interviews were conducted with each annual grant recipient.

In recognition of the City's current strategic plan, updated policy documents and emphasis on key analytics, Council approved the revised evaluation criteria for the 2022 value for money review presented at the Finance and Administration Committee meeting of May 17, 2022. The full evaluation criteria can be found in Appendix A.

## Evaluation Process

The basis used for the assessment included fully expending funds in alignment with agreements, furthering City goals and objectives, organizational viability, demonstration of affordable access to recreation and volunteer analytics. These grants were not initially approved based on alignment with City strategies and policies. This review provides a picture of how these grants compare against current Council direction.

Current annual grant recipients were directed to an online application based on the approved evaluation criteria during Q3 of 2022. Below is a summary of the questions current annual grant recipients were asked to complete on the online application:

- Organizational Viability and Financial Stability (20 points)
- Alignment with the City of Greater Sudbury Strategic Plan, 2019—2027 (15 points)
- Advancement of Population Health Priorities (15 points)
- Community Energy and Emissions Plan (CEEP) (10 points)
- Parks, Open Space and Leisure Master Plan (POSLMP) Principles and Action Items (10 points)
- Volunteerism (15 points)
- Affordable Access to Recreation/Public Benefit (15 points)

The evaluations were completed by the Coordinator of Community Initiatives and Quality Assurance and a staff member from the Division most familiar with the subject matter of the grant. The Director of Leisure Services then reviewed the evaluation scores for consistency. The Auditor General's Office reviewed the evaluation process and provided suggestions to improve the consistency of the process.

## Results

The higher scores demonstrate groups that were able to easily correlate their services with current Council direction. The threshold of 70 being a good score based on the understanding that these grants were not initially approved to be in alignment with current and specific City plans, such as the Community Energy and Emissions Plan. The following information is an overview of where the current grant recipients fall within established thresholds.

Organizations scoring between 70 and 100 points were found to have deliverables in close alignment with the City's current strategic plans and policies. The annual grant recipients scored in this category are included below:

Evaluated Organization	Grant Amount	Score
Ward 8 CAN	\$2,500	94.5
Rainbow Routes Association	\$45,000	91.0
Azilda CAN	\$2,500	89.0
Sudbury Shared Harvest	\$30,000	88.0
Coniston CAN	\$2,500	87.5
Volunteer Sudbury/Bénévolat Sudbury	\$10,000	87.3
Copper Cliff Curling Club	\$4,495	86.8
Rayside Balfour Youth Action Network	\$60,000	86.3
Onaping Falls CAN	\$2,500	86.0
South End CAN	\$2,500	85.0
Valley East CAN	\$2,500	84.5
Donavan/Elm-West CAN	\$2,500	83.0
Penage Road Community Centre	\$16,000	82.5
Sudbury Curling Club Inc.	\$4,673	82.3

Uptown CAN	\$2,500	82.0
Walden CAN	\$2,500	82.0
Copper Cliff CAN	\$2,500	82.0
Sudbury Action Centre for Youth (After School Program)	\$89,120	81.8
Capreol CAN	\$2,500	81.5
Garson/Falconbridge CAN	\$2,500	81.0
Minnow Lake CAN	\$2,500	80.5
Ward 1 CAN	\$2,500	80.0
Parkside Older Adult Centre Sudbury	\$12,000	78.8
Chelmsford CAN	\$2,500	78.5
Anderson Farm Heritage Society	\$2,500	78.3
Flour Mill CAN	\$2,500	76.0
New Hope Outreach Services (Samaritan Centre)	\$27,000	77.5
Wahnapitae Community Centre	\$16,000	76.0
Skead Community Centre	\$16,000	75.8
Centre Club d'Age D'Or de la Vallée	\$17,080	75.5
Nickel Centre Seniors Club	\$6,700	75.3
Coniston Curling Club	\$1,724	74.8
Club 50 - Chelmsford	\$12,000	74.5
Rayside-Balfour Senior Craft Shop	\$5,700	74.3
Ward 10 Kingsmount/Bell Park CAN	\$2,500	74.0
Beaver Lake Sports & Cultural Club Inc.	\$16,000	73.5
Club Accueil Age D'Or - Azilda	\$14,100	72.8
One Eleven Senior Citizens Centre Inc.	\$12,000	72.3
Clifford and Lily Fielding Charitable Foundation Tax Relief	\$15,306	71.5
Northern Ontario Railroad Museum & Heritage Centre	\$106,430	71.3
Onaping Falls Golden Age Club	\$9,527	71.0
Capreol Curling Club	\$4,243	70.8
Club Amical du Nouveau Sudbury	\$19,354	70.8
Science North	\$30,000	70.5
Carol Richard Park Community Association	\$16,000	70.0

Organizations scoring between 50 and 70 points were found to have deliverables somewhat aligned with the City's strategic plans and policies. Lower scores are indicative of organizations only supporting City strategic goals in only one or two key areas. The annual grant recipients scored in this category are included below:

Evaluated Organization	Grant Amount	Score
Kukagami Campers' Association (KCA)	\$10,000	69.5
Sudbury Rainbow Crime Stoppers	\$50,000	65.5
Sudbury Multicultural & Folk Arts Association	\$11,000	60.5
Onaping Falls Lions Club - Cavalcade of Colours	\$1,500	55.8

The following are organizations that did not submit an application. These organizations have stopped operating, are no longer providing the same service level, or declined to apply:

Evaluated Organization	Grant Amount	Score
Child and Community Resources	\$40,000	0.0
Social Planning Council of Sudbury	\$50,000	0.0
Downtown Sudbury	\$2,500	0.0

As these organizations no longer require municipal support to conduct intended programs the annual grant was approved to support, grants will not be issued on a move forward basis, resulting in an under expenditure in grants of \$92,500 in 2023.

## Impact of COVID-19 Pandemic

When evaluating previous post project reports and financial statements to confirm appropriate use of annual grant funds as per agreement terms, it is important to note the effects of the pandemic on this five-year evaluation period. Given the restrictive public health measures imposed in response to the COVID-19 pandemic, recipients had to consider if and how they could move forward with their initiatives and operations.

During the pandemic, decisions were made to continue supporting recipients as they navigated the pandemic and adapted services. Some grants were not issued at all, while others were provided in modified amounts. Amounts that were paid in 2022 will be subject to review and potential recovery during the 2023 annual review process if grant recipients were unable to fulfill the terms specified in their grant agreements.

## Key Analytics

As part of the 2022 value for money review, data was collected on key analytics regarding affordable access to recreation and volunteer information from annual grant recipients to demonstrate how the City's support has impacted the community. Appendix B provides a summary of data on volunteerism, low-cost programming, and advancement of strategic and population health priorities which annual grant dollars support.

## Next Steps

Staff will be presenting a report and by-law to authorize the issuing of 2023 grants in Q2 of 2023. Funds for 2023 will only be issued after a full review of 2022 agreement financial requirements provided by recipients. The Auditor General's office will be providing broader process recommendations for annual grant agreements at the May 23, 2023 Audit Committee Meeting.

## Resources Cited

2022 Annual Grants Report, Finance and Administration Committee (May 17, 2022)

<https://pub-greatersudbury.escribemeetings.com/Meeting.aspx?Id=e5a6d7e1-64ed-4563-85f0-963dbb585520&Agenda=Agenda&lang=English>

City of Greater Sudbury Strategic Plan, 2019 - 2027

<https://www.greatersudbury.ca/city-hall/reports-studies-policies-and-plans/report-pdfs/2019-2027-strategic-plan/>

City of Greater Sudbury Population Health, A Call to Action, 2018 - 2028

<https://www.greatersudbury.ca/city-hall/reports-studies-policies-and-plans/report-pdfs/population-health-call-to-action/>

City of Greater Sudbury, Community Energy and Emissions Plan (CEEP)

<https://www.greatersudbury.ca/live/environment-and-sustainability1/net-zero-2050/>

City of Greater Sudbury, Parks, Open Space and Leisure Master Plan, 2014

<https://www.greatersudbury.ca/city-hall/reports-studies-policies-and-plans/report-pdfs/parks-open-space-and-leisure-master-plan-review-2014/>

Revised Terms of Engagement for Community Action Networks Report, City Council (November 21, 2017), p. 153

<https://pub-greatersudbury.escribemeetings.com/FileStream.ashx?DocumentId=31316>

Resolution CC2017-36 re: Annual Grants Value for Money Review Report, Finance and Administration Committee (January 17, 2017), p. 5

<https://pub-greatersudbury.escribemeetings.com/FileStream.ashx?DocumentId=31951>

Resolution FA2017-02 re: Annual Grants Value for Money Review Report, Finance and Administration Committee (January 17, 2017), p. 5

<https://pub-greatersudbury.escribemeetings.com/FileStream.ashx?DocumentId=31999>

Annual Grants Value for Money Review Report, Finance and Administration Committee (January 17, 2017)

<http://agendasonline.greatersudbury.ca/index.cfm?pg=feed&action=file&agenda=report&itemid=2&id=1167>

Resolution CC2016-385 re: Annual Grants Draft Application/Criteria, Finance and Administration Committee (November 15, 2016), p. 9

<https://pub-greatersudbury.escribemeetings.com/FileStream.ashx?DocumentId=32063>

Resolution FA2016-38 re: Annual Grants Draft Application/Criteria Report, Finance and Administration Committee (November 15, 2016), p. 1

<https://pub-greatersudbury.escribemeetings.com/FileStream.ashx?DocumentId=32134>

Annual Grants Draft Application/Criteria Report, Finance and Administration Committee (November 15, 2016)

<http://agendasonline.greatersudbury.ca/index.cfm?pg=feed&action=file&agenda=report&itemid=4&id=975>

Resolution CC2016-99 re: Annual Grant Criteria and Application Process, City Council (March 8, 2016), p. 30

<https://pub-greatersudbury.escribemeetings.com/FileStream.ashx?DocumentId=32624>

Annual Grants Allocation Background Report, Finance and Administration Committee (July 7, 2015)

<http://agendasonline.greatersudbury.ca/index.cfm?pg=feed&action=file&agenda=report&itemid=3&id=842>