

Sudbury Multicultural & Folk Arts Association 2023 Business Case Review

Presented To:	Finance and Administration Committee
Meeting Date:	May 16, 2023
Type:	Referred & Deferred Matters
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Recommended by:	Chief Administrative Officer

Report Summary

This report summarizes the 2023 Business Case for funding for the Sudbury Multicultural & Folk Arts Association that was referred to the Finance & Administration Committee for further review following the 2023 Budget deliberations.

Resolution

THAT the City of Greater Sudbury directs staff to provide operating funds of up to \$100,000 per year for a duration that would be subject to an agreement between the municipality and Sudbury Multicultural and Folk Arts Association, the potential terms of which will be reviewed with the Finance and Administration Committee at the next Closed Finance and Administration Committee meeting.

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

Immigration and settlement support for newcomers aligns with City priorities including Economic Capacity and Investment Readiness and Strengthen Community Vibrancy, and relates to the City's focus on talent attraction and workforce development.

Financial Implications

The source for this grant would be subject to further review with the Finance & Administration Committee following an assessment of the potential terms for the funding agreement.

Background

The Sudbury Multicultural & Folk Arts Association (SMFAA) presented to Council at their meeting of July 12, 2022 with a request for annual operational support from the City. At that time Council directed staff to prepare a Business Case regarding an annual operating grant for the organization, for consideration during the 2023 Budget deliberations "subject to a business plan presented by SMFAA that illustrates its

approach for organizational and financial sustainability” (CC2022-173).

Following that meeting, City staff met with SMFAA board members regularly to offer support in the development of a business plan that would address this condition in order for the municipality to consider an annual grant. Staff also drafted an initial document for SMFAA to consider and update as its own plan.

Over the following months, staff spent time with the organization drafting a business plan and providing support for financial and organizational planning. The SMFAA representatives were also asked to provide a formal resolution from the SMFAA board of directors endorsing the resulting business plan as a demonstration of the organization’s commitment to the plan and its efforts toward operational sustainability.

The organization submitted their business plan and the requested SMFAA Board resolution to staff on Thursday, February 16, 2023, the same day of the last meeting of the City’s Finance & Administration Committee to finalize the 2023 Budget. This late submission did not allow Council adequate time for review and consideration of the SMFAA business plan which was a condition of their consideration of the annual operating grant as part of the City’s budget. In response, at the February 16, 2023 meeting of Finance & Administration and as part of 2023 Budget deliberations, the Committee approved Resolution FA2023-13-A-20 stating:

THAT the business case entitled “Provide Operating Grant for Sudbury Multicultural and Folk Arts Association ” as outlined on page 252 of the 2023 budget, with a value of \$100,000 and a tax levy impact of 0.03%, be deferred for further review by the Finance and Administration Committee in Q2;

AND THAT financial support for SMFAA, if any, be provided by the Tax Rate Stabilization Reserve, producing no tax levy impact in 2023, in contemplation of the reserve’s replenishment from the tax levy in the 2024 Budget.

This report brings forward the Business Case [included on page 202-264 of the 2023 Budget](#) for consideration by the Finance & Administration Committee.

Sudbury Multicultural and Folk Arts Association Update

Recently SMFAA has confirmed financial support from the United Way North East Ontario in the amount of \$35,000 to deliver the National Connector Program in Greater Sudbury.

This program supports immigration and settlement objectives by providing newcomers and immigrants with guidance and support for settlement including information on housing, employment referrals, education access, medical services, paperwork assistance, translation documentation and social community workshops and gatherings. Used in 35+ communities across Canada, the Connector Program is a networking program that puts immigrants directly in touch with local businesses and community leaders to increase success of talent attraction and retention efforts.

Cambrian College has also expressed their support and interest in the Connector Program and will be collaborating with SMFAA to connect international students as part of networking opportunities. This program has potential to advance Greater Sudbury’s settlement efforts by giving newcomers personal connections with local residents, which is key to long-term retention.

In addition to the National Connector Program, SMFAA has provided an update on the organization’s work to address challenges related to sustainability and governance:

- The organization has incorporated new practices for board meetings and has established forming new Board committees to address financial oversight, governance work and programming
- They are working on a new website
- They have a new representative from the Chinese community on the SMFAA board and there is interest from the local Nigerian community to join the board as well

- Their English-language and French-language classes are full, with a waiting list for next year
- The SMFAA chair has had meeting with Immigration, Refugees and Citizenship Canada (IRCC) and is regularly in touch with other agencies for funding and programming opportunities
- The organization is also actively planning their annual Canada Day programming

These updates do have potential to support the sustainability of the Sudbury Multicultural and Folk Arts Association; however, the organization continues to rely heavily on volunteers. The SMFAA representatives express concern that without dedicated staff they will be unable to continue operations.

It is noted that dedicated staff at a leadership level will be required to provide SMFAA with the capacity to develop solutions for long-term success.

Immigration remains a priority for Greater Sudbury, with emphasis on the attraction and retention of newcomers in the community; to this end, Council has approved the creation of a permanent FTE staff role to address workforce development and the Rural & Northern Immigration Pilot program, in alignment with the City's goals related to immigration. The local community also includes numerous agencies and organizations with mandates related to settlement support, integration, language services and cultural identity and expression.

Auditor-General's Value for Money Review and Recommended Deliverables for SMFAA

The City's Auditor-General will be presenting a report shortly regarding the review process for municipal grants. It is anticipated that this will include recommendations that financial contributions provided to organizations must meet grant program eligibility criteria, and that contributions are administered with grant agreements outlining specific deliverables, reporting obligations and detailed financial submissions.

In alignment with these recommendations, an operating grant to the Sudbury Multicultural and Folk Arts Association would be administered through a detailed contribution agreement outlining deliverables as follows:

- The funding would be provided specific to the June 2023 to June 2024 period only (since the funding will be provided through the reserve and repaid with the 2024 levy);
- Deliverables would be reported in writing to the City through Economic Development staff every three months, including status updates, an annual report on the results and financial reporting;
- Deliverables will include
 - o Recruitment and hiring of qualified staff in an Executive Director-type role with specific focus on advancing SMFAA's organizational stability and supporting CGS objectives related to immigration, settlement and community vibrancy;
 - o Implementation of governance structures within the organization to ensure Board oversight and fiduciary duty, such as an Executive Committee, a Finance Committee and a Governance Committee with specific Terms of Reference and guiding policies for each;
 - o Development and implementation of an annual Operational Plan to advance SMFAA's Business Plan;
 - o Development and implementation of a sustainable Revenue Generation Strategy to provide organizational stability;
 - o Development of a Strategic Plan to outline the goals of the organization over the next several years in achieving stable and sustainable operations; and
 - o Financial reporting in line with the Auditor-General's recommendations (i.e. require financial statements with a review engagement report from a CPA firm to be submitted for all grants over \$50,000).

The SMFAA Business Plan notes the organization's need for this Executive Director role to be responsible for the successful leadership, overall management, and operations of the organization according to the strategic direction and policies set by the SMFAA Board of Directors. Economic Development will work with SMFAA to support their work in achieving these deliverables and would administer the contribution

agreement including reviewing reporting submissions and updating Council.

These deliverables will also provide a more consistent foundation for the organization with specific tools to guide operations, revenue generation and strategic decision-making by the Board and staff. These tools would need to be implemented and operational by the organization before the municipality could support any consideration of long-term or annual funding for SMFAA in future.

Multicultural Organizations in other Municipalities

Staff have reviewed approaches used by multicultural organizations in other communities in Ontario and have found these organizations have various levels of involvement and service delivery models. Some examples include the following:

- In North Bay, Thunder Bay and Timmins, the local multicultural organizations provide settlement services for clients of the Rural & Northern Immigration Pilot program (RNIP)
- North Bay's multicultural organization also collaborates with the LIP there to host the Skilled Newcomer Loan Program
- The Timmins Multicultural Centre collaborated with their regional Réseaux en immigration francophone (RIF) on the "Chez nous c'est chez vous" project where newcomers were hosted for some days at a camp in Kapuskasing to learn more about how Canadians in Northeastern Ontario live
- The Sault Ste Marie Multicultural Centre is currently working with their RIF to develop a video that promotes francophone immigration to Sault Ste Marie.
- In Thunder Bay and Waterloo the multicultural organizations have played a direct role in coordinating support displaced Ukrainian families
- The Brampton Multicultural Community Center offers a variety of programs to newcomers such as employment services, community connections and youth programming

Most often, multicultural organizations develop and host year-round events and programming directly related to language learning, networking and welcoming newcomers to ensure consistent activities available to immigrants as a crucial part of settling in a community; this is frequently done in partnership with organizations such as the Local Immigration Partnerships (LIPs), settlement agencies and other community organizations.

Conclusion

The Sudbury Multicultural and Folk Arts Association is actively working to secure programming and operational funding from various sources. They are also working to implement the Business Plan they have provided to the City and are implementing governance structures within the Board to address oversight. However, given the challenges faced by this organization and its reliance on a small number of volunteer board members, SMFAA will be unlikely to advance these goals without dedicated staff in a leadership position.

A municipal grant of \$100,000 would provide the opportunity for the Sudbury Multicultural & Folk Arts Association to strengthen its capacity to play a role in advancing immigration and settlement goals.

Should the City consider annual operational dollars, further demonstration would be needed from the organization to show that it is addressing organizational sustainability. This operational grant will give the organization the opportunity for a focused effort in this regard.

Resources Cited

1. Request for Business Case for Grant to Sudbury Multicultural & Folks Arts Association, July 12, 2022 (CC2022-173), <https://pub-greatersudbury.escribemeetings.com/Meeting.aspx?Id=f8ef0997-3515-4957-89ee-8f287e983059&lang=English&Agenda=Agenda&Item=44&Tab=attachments>
2. Resolution FA2023-13-A-20 for Continuation to Finance & Administration Committee <https://pub-greatersudbury.escribemeetings.com/FileStream.ashx?DocumentId=48742>
3. 2023 Business Case to provide operating grant to Sudbury Multicultural and Folk Arts Association https://www.greatersudbury.ca/sites/sudburyen/includes/themes/MuraBootstrap3/js/pdfs-2.8.335/web/viewer_even_spreads.html?file=https://www.greatersudbury.ca/city-hall/budget-and-finance/2023-budget/proposed-budget/2023-proposed-budget/#zoom=page-width