

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 28th)
- Fall (September 15th to October 15th)

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

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)