



Recommendations GC-0507-2010

1. In lieu of cash grants to organization, it is recommended that grants to individual festivals be provided in the form of a funding envelope. Festivals will select goods and services from an approved list of eligible items ('operational costs') to be paid for directly by the City out of the festival's allocated funding. Group purchases were not supported by most festivals that preferred to continue with long-established providers.
2. It is recommended that approved internal and external operational costs be funded by the City up to 20% of approved total festival expenses using the 2009 actual figures plus inflation as a base, beginning in 2011. In 2012, festivals will be eligible to receive funding envelopes of up to 25% of approved total festival expenses using the same base plus inflation. The 2009 expenses, plus inflation, serve as a legitimate, verifiable benchmark on which to base funding envelopes in the first two phases (20 and 25%) of this program. In 2013, the funding formulae will once again be reviewed by a committee of councillors and citizen representatives.
3. That festivals applying for funding under the new process must continue to be recognized as City-approved organizations by meeting all the criteria currently in place for city-funded grants and affiliated status.
4. That limited exceptions to (3) may be made, particularly to facilitate new and unique events. Granting of exceptions will be determined through an application to the Festivals Funding Review Committee, and are subject to approval by Council. On 2011 applications – for one transition year only – festivals with very low budget surpluses from 2010 may be granted up to 20% of their approved 2011 funding envelope in a one time only cash grant. After 2011, exceptions may continue to be made, only under extraordinary circumstances.
5. In cases where an individual festival's total approved funding envelope exceeds the operational costs eligible to be paid in a given year, the difference is to be retained by the City. No cash amounts will be paid out if eligible services amount to less than a festival's maximum funding envelope. Any funds remaining in the grant budget at the end of the year will be carried over to the following year's grants budget (21132) and added to general festival grant funds available in future years. This recommendation can be reviewed once grants achieve 25% of expenses in 2013.
6. It is recommended that the Director, Culture Division be required to appear annually before Council to seek their approval of all recommended grant awards. In order to be evaluated, applicants must have fulfilled all application requirements, including the submission of audited financial statements, on or before the application deadline. Incomplete applications will not be accepted or evaluated.
7. That the City hold mandatory workshops for both new and established festivals on topics such as fundraising techniques, board governance and financial reporting. Designed and run by

expert staff, these workshops will facilitate best practices and simplify the granting process for both festival boards and city staff. Workshops will be a mandatory element of the application process, and must be attended by a designated festival board member in every year in which a grant application is submitted. No application will be provided individually. Workshops to receive and fill out applications will be mandatory.

8. That a portfolio of event guidelines, as well as sample and actual license and permit applications will be included in a package distributed to festivals that receive funding under the re-designed granting program. These applications will be expedited by City staff as long as festivals meet all predetermined deadlines, and applications are both accurate and complete. Fees associated with license and permit applications are eligible to be paid from the festival's funding envelope.
9. That further study is required to determine if some economies of scale can be achieved by city-wide contracts for commonly rented goods and services.
10. That most community festivals, with the notable exception of the Southside Shuffle, confirmed that the vast majority of participants were local residents attracted by local forms of advertising, word of mouth and some print and radio advertising. Bulk media buys were investigated by Communications but were found to be expensive and not uniformly supported.
11. That the City design and maintain a central website that will advertise and promote the City's festivals, as well as link directly to specific festival websites. Festivals should also be advertised in City print media wherever practical.
12. That festivals with free admission or paid admission will be treated equally by the City for grant purposes. While free events depend on sponsorships and other fundraising means, paid admissions are a legitimate funding method and should be treated as such during the festival grant application process.
13. That volunteer-run festivals and festivals that employ some full-time or part-time staff will be treated equally for grant application purposes with such persons and salaries being fully disclosed on the application. Although services such as security, cleaning, etc. are eligible for funding, salaries are not an eligible funding item.
14. That the City review the number of Community Development Coordinators required in order to ensure City staff resources are distributed equitably amongst festivals and that staffing levels should also be reviewed to ensure that a City staff person with appropriate authority is on site during the day(s) of operation of the festival to deal with issues as they arise.
15. That Recommendation 15 of the Festivals Funding Review Committee stating "that the City consider designating a central coordinator who will work with Community Development Coordinators and Festival representatives to ensure the success of established festivals as well as the nurturing of new festivals.", be referred to the Budget Committee for consideration in future budgets.
16. That City staff design a festivals kit which contains all the required applications, timelines, permits and rental contracts for each festival, with the intention of cutting red tape and

standardizing processes and expectations for all festivals and that the kit be completed by a member of each individual festival board in conjunction with the festival's Community Development Coordinator or in a group workshop and will clearly lay out the City's expectations for festival organizers.

17. That instructional sponsorship packages be designed to assist festival boards, particularly for new and emerging festivals, in finding new corporate sponsors, in designating sponsorship levels and benefits, in proposing multi-year sponsorships (where possible) and in maintaining sponsors year-over-year.
18. That festivals with increased support from the City should be encouraged to build a budget surplus carry-over amount of at least 30% of their budget to provide a stable financial base year-over-year, wherever feasible.
19. That space should be provided for grouping of festivals in one geographic area – for meetings, basic office equipment, and other related purposes. This space should be under City supervision and offered subject to availability and at the equivalent rate as applied for similar city space to all other not for profit organizations using city facilities for office space.
20. That the Peel Regional Police budget for paid duty officers donated to community service need to be reviewed and rationalized on a per capita basis amongst festivals and between Brampton and Mississauga. The Committee encourages the Police Services Board to undertake this review and offer their recommendations.
21. That as a capacity-building measure, and out of a desire to encourage a variety of events that reflect the city's diverse population, it is recommended that new and emerging festivals be encouraged to comply with the required application process including budget disclosures and financial audits, as quickly as possible and that City staff work closely with such events to set ongoing expectations so that festivals qualify for funding as soon as possible after their inception.
22. That Recommendation 22 of the Festival Funding Review Committee stating "that City events such as City Centre Canada Day, and any other City approved events should be funded by the City – with the possible exception of the actual pyrotechnics used at Canada Day – freeing up potential sponsors for small community events", be approved in principle and subject to final approval through the 2011 budget process.
23. Where Canada Day is a one day event and lends itself to free transit so the City can celebrate a car-free day, relieve parking congestion, enjoy a 'green' event and ensure young adults have a safe mode of transportation home after a late evening fireworks show, that Canada Day remain a 'green' event and that the City provide free transit on July 1st each year. Service should be provided on a holiday schedule city-wide, and be extended to midnight.
24. That the Festival Funding Review committee be maintained as an advisory resource for the further review of festival funding, to meet as required.
25. That the new process be reviewed prior to the 2012 grant season.