

Corporate Policy and Procedure



Policy No. 04-09-01
Page 1 of 14
Effective Date 2007 07 04
Supersedes 2001 09 12

TAB: FINANCE AND ACCOUNTING
SECTION: GRANTS
SUBJECT: CORPORATE GRANT PROGRAM

POLICY STATEMENT Funding may be provided to assist community groups to deliver programs or services, and to complete special projects, through the Corporate Grant Program.

PURPOSE The City of Mississauga believes that many programs, services and projects are best provided through the volunteer efforts of community groups and that, ideally, those groups would operate as self-sufficient units. Corporate grant funding demonstrates Council's commitment to working with groups which provide beneficial programs, services or projects to the community. As part of the grant program, groups will be encouraged to work toward decreasing reliance on municipal funding.

This policy establishes eligibility requirements; identifies the types of funding available; and outlines application and monitoring requirements.

SCOPE Corporate Grants are available only to Mississauga-based, non-profit volunteer community groups which exist for the purpose of providing municipally-related programs, services or projects specifically to the residents of Mississauga.

Grant requests involving arts and culture organizations are not covered by this policy and will be referred to the Office of the Arts and Culture in the City Manager's Department.

Groups requesting funding for a purpose which meets the criteria of a funding opportunity offered by another level of government will be referred to that funding source.

Corporate Policy and Procedure



Policy No.	04-09-01
Page	2 of 14
Effective Date	2007 07 04
Supersedes	2001 09 12

Group Eligibility

Groups must have a constitution and by-laws or, if a new group, operating guidelines which reflect that:

- the group has an elected board of directors or executive (not less than five members) and a general membership; and
- membership is defined and determined by a set process; and
- all members are entitled to a vote, either directly or through an adult representative; and
- membership is available to all Mississauga residents on a first-come, first-served basis without restriction, unless the type of restriction is allowed in the particular circumstances pursuant to the Ontario Human Rights Act; and
- an annual general meeting is held, at which a board or executive members are elected from the general membership through a democratic election process; and
- the group will dispose of any assets in its possession at the time of its dissolution in a responsible manner.

Purposes for Which Grants Will Not be Provided

Grants will not be provided:

- on a retroactive basis;
- to individuals;
- to organizations providing a share or membership which may be held or disposed of for personal financial gain;
- to coalitions such as ratepayer or tenant/landlord associations, or to support programs or services geared specifically to these groups;
- to organizations aligned with any political party, or to support programs or services which are political in nature;
- to organizations operating under the auspices of a religious body, or to support programs or services which are religious in nature;
- to support programs or services which duplicate those already offered within the same geographic area;
- to support programs or services which are operated under the authority of another level of government, such as social services;

Corporate Policy and Procedure



Policy No. 04-09-01
Page 3 of 14
Effective Date 2007 07 04
Supersedes 2001 09 12

- as donations to charitable causes;
- as a replacement for other funding sources;
- as debt retirement expenditures;
- for capital expenditures (such as the purchase of land, buildings, building renovations, machinery and vehicles);
- as capital depreciation costs;
- in lieu of municipal taxes or other fees;
- for expenses related to uniforms and personal equipment; or
- for expenses that are greater than two percent of the group's total operating budget and that are related to:
 - travel and accommodation,
 - attendance at conferences, workshops, or seminars,
 - banquets, trophies, or awards presentations.

Limitation on Funding

Funding to be allocated through the Corporate Grant Program is limited in each calendar year.

CRITERIA

Grants are available only when the community group can demonstrate that there is community support for the programs, services, or project offered by the group; that there is a need for financial assistance; and that adequate funding for the programs or services is not available from other sources.

Grant recipients will be required to acknowledge the support of the City of Mississauga in all advertising, publicity, programs, signage and plaques relating to the project for which funds are granted. The recipient may not represent the City as a partner, or hold the City responsible for any obligations relating to the project.

To qualify for funding, the group must demonstrate its commitment to all of the following principles:

- collaboration;
- accessibility;
- effectiveness; and

Corporate Policy and Procedure



Policy No.	04-09-01
Page	4 of 14
Effective Date	2007 07 04
Supersedes	2001 09 12

- accountability.

The group's commitment to each principle will be categorized as either:

- Not Acceptable

The group's practices do not demonstrate a level of commitment which is acceptable to the City. Groups in this category will not be eligible for funding.

- Acceptable

The group demonstrates a level of commitment which is acceptable to the City.

To qualify for funding, the group must be categorized as acceptable in each of the four areas. The level of funding will be determined by the level of commitment demonstrated by the group. Staff will make an assessment of the group's commitment to each principle, based on the information provided by the group.

The City recognizes that newly-formed groups may not be able to demonstrate fully their commitment to each of the principles listed. Staff may exercise some latitude in assessing applications from such groups, in an effort to assist the group to develop and become established (i.e. seed funding).

Collaboration

Collaboration is achieved when community groups work with each other, with citizens, and with private and public sector organizations to plan and deliver programs or services.

To be categorized as providing an acceptable level of collaboration, the group must demonstrate at least two of the following:

- that information, expertise and/or resources is shared on a regular basis or as requested;

Corporate Policy and Procedure



Policy No.	04-09-01
Page	5 of 14
Effective Date	2007 07 04
Supersedes	2001 09 12

- that services or programs are co-ordinated with those offered by other groups or organizations;
- that other funding partners are developed.

Accessibility

Accessibility is achieved when the programs or services encourage the participation of all residents; membership and/or user fees are appropriate; and the services or programs are convenient to access.

To be categorized as providing an acceptable level of accessibility, the group must demonstrate, at a minimum:

- that it adheres to the Ontario Human Rights Code; and
- that the programs and/or services offered are open to the general public; and
- that the membership and user fees established are appropriate for the services provided, and are in accordance with community standards for the type of service.

The group may further demonstrate its level of commitment to accessibility by:

- actively promoting membership to all members of the community; and/or
- designing programs and services which could benefit all members of the community.

Effectiveness

Effectiveness is achieved when the impacts or outcomes of a service or program can be identified and measured, and are found to be both consistent with the group's mandate and positive for the community.

To be categorized as providing an acceptable level of effectiveness, the group must demonstrate, at a minimum:

- that the group's objectives, which may include a mission statement or mandate, are clearly stated; and
- that the programs and services developed are consistent with

Corporate Policy and Procedure



Policy No.	04-09-01
Page	6 of 14
Effective Date	2007 07 04
Supersedes	2001 09 12

- the group's objectives or mission statement; and
- that the mission statement, programs and services are reviewed and revised to ensure their continuing relevance to the community; and
 - that data on clients served is maintained, and used to plan services and programs; and
 - that the group operates in a cost-effective manner, and according to a clear business plan; and
 - that the group operates programs on a self-sufficient basis, where possible.

The group may further demonstrate its level of commitment to effectiveness by:

- evaluating services and programs with input from participants; and/or
- responding to community needs through modification of programs or services as required.

Accountability

Accountability is achieved when the group exhibits sound management and financial practices, and responds to the changing needs of the community.

To be categorized as providing an acceptable level of accountability, the group must demonstrate, at a minimum:

- that it follows democratic practices (election, full disclosure of finances, etc.) answerable to a general membership and participants; and
- that it has an independent and elected board of directors, serving in a volunteer capacity; and
- that financial need is justified in terms of the group's impact on the community and ability to generate financial support from the community; and
- that full disclosure of all anticipated revenue sources and how those funds will be expended is provided; and
- that full disclosure of all assets and reserve funds, and their

Corporate Policy and Procedure



Policy No. 04-09-01
Page 7 of 14
Effective Date 2007 07 04
Supersedes 2001 09 12

purpose, is provided; and

- that the group operates with the benefit of a business plan or budget; and
- that the group actively pursues fundraising activities or alternate sources of revenue; and
- that financial statements/information is provided when and as required.

The group may further demonstrate its level of commitment to accountability by:

- sound financial planning, monitoring, and controls; and/or
- being aware of community needs and acting to meet those needs.

In addition, groups will be required to identify how they will measure the success of the program, service, or project should their funding request be approved.

TYPES OF FUNDING AVAILABLE

Two categories of funding are available: operating funding; and special project funding. Groups may apply for one or both types of funding.

Operating Funding

Operating funding is available to assist with the general operating expenses of the group, including administrative costs and program-related expenses, and is limited to a maximum of 80 per cent of the group's total operating expenses. (Funds which will be transferred on behalf of the City to other organizations as grants will not be included in the group's total operating expenses.) Staff liaisons will continue to work with groups to decrease their reliance on City funding. For example, a decreased reliance on City funding can be shown by decreasing the amount of grant requested, or by maintaining the same grant request as expenditures increase.

Special Project Funding

Special project funding is geared to assisting groups with

Corporate Policy and Procedure



Policy No.	04-09-01
Page	8 of 14
Effective Date	2007 07 04
Supersedes	2001 09 12

specific one-time projects to be carried out during the calendar year in which the grant is awarded.

Special project funding also includes funding for program equipment expenditures, and for creative playground equipment. Additional requirements apply to requests for funding for these purposes:

- **Program Equipment**
Program equipment funding is limited to equipment which will have a life-span greater than five years, and may not exceed 50 per cent of the cost of the equipment. The equipment must meet the level of service or standard provided by the City, and may not set a precedent in the level of services for other groups. Groups receiving program equipment funding will be required to agree that, in the event that the group disbands, the equipment which was funded by the City will become the property of the City.
- **Creative Playground Equipment**
Creative playground equipment funding is limited to creative playground equipment which will be installed on school or municipal park property, and which will be fully accessible to the public. Such funding may not exceed one-third of the total cost of the project, to a maximum of \$7,900.

If the creative playground equipment is to be installed on municipal park property, Community Services staff must review the design of the equipment to ensure that safety and design standards are met. In addition, all plans, drawings and site plan documents must be drawn by qualified personnel and approved by Community Services staff, before the grant application will be processed.

If the creative playground equipment is to be installed on school property, the group must provide with the application: a letter from the school board approving both the site, and

Corporate Policy and Procedure



Policy No.	04-09-01
Page	9 of 14
Effective Date	2007 07 04
Supersedes	2001 09 12

the design and safety standard of the play structure; and a letter of undertaking from the school board indicating that the school board will maintain the equipment and provide insurance for liability protection.

FUNDING TERM

Special project funding is available on a one-year basis only, since the project must be completed in the year in which the grant is awarded.

Operating funding is provided on a one-year basis.

APPLICATION

Applications are available from Recreation and Parks, Community Services Department.

Each applicant will be required to provide information about the organization and its programs or services; evidence to establish the group's eligibility in terms of the evaluation criteria outlined in this policy; a description of how the group intends to measure the success of the program, service, or project if the funding request is approved; and specific financial information related to the group's expenses, revenues and assets. (Note: Dollar values of in-kind donations should not be incorporated into the group's financial information. In-kind donations should be identified on the application under the areas of effectiveness and collaboration.) The Corporate Grant Application is designed to facilitate this process, and will outline specific application requirements.

At a minimum, groups will be required to submit with their applications:

- a statement of the group's goals and objectives, constitution and by-laws or, if a new group, operating guidelines;
- the names, addresses and telephone numbers of all members of the group's board of directors;
- minutes of the executive meeting at which the application

Corporate Policy and Procedure



Policy No.	04-09-01
Page	10 of 14
Effective Date	2007 07 04
Supersedes	2001 09 12

- was approved; and
- financial information as follows:
 - a budget for the upcoming year,
 - a financial statement for the previous year (for grant requests over \$20,000 the statement must be audited),
 - a year-to-date financial statement, and
 - a statement disclosing all assets and reserve funds and any anticipated year-end surplus.

Incomplete grant applications will not be considered. If requested by the group, the staff liaison will provide advice to ensure that the application is completed fully, and that all information requirements are met. In addition, the staff liaison will assist with interpretation of the grant policy and other City practices, if required.

Funding Forecast

A funding forecast is a projection of the group's funding requirements over the next two years.

At the time of Council's consideration of grant requests, Council will also consider staff's recommendations regarding funding forecasts. Approval of those recommendations provides an indication of Council's expectations of the group in terms of funding levels, and forms the basis of the staff recommendation for the following year. Groups who participate in a funding forecast will be better able to engage in meaningful long-range planning and budget forecasting.

Participation in funding forecasting is mandatory. Groups will be required to provide additional information to enable staff to make a recommendation regarding appropriate levels of operating funding for up to two subsequent years, including business plans, revenue projections and expense projections.

The objective of funding forecasts is to provide the group with

Corporate Policy and Procedure



Policy No.	04-09-01
Page	11 of 14
Effective Date	2007 07 04
Supersedes	2001 09 12

an indication of Council's intent. Any such forecasts cannot be seen as a guarantee of funding by the City, since factors which affect the provision of grants may change. The group must re-new its request for funding each year. Staff's assessment of the request will be conducted in light of:

- the group's continuing eligibility for a grant;
- the group's financial position and plans;
- the direction provided by Council in the previous year; and
- the level of funding allocated in the City's budget for grants.

If it appears that the group is not achieving its objectives according to the plan presented at the time of approval of the funding forecast recommendation, the City may revise the amount approved for the following year(s). To facilitate the staff assessment, the group's liaison may require the group to provide information on an ongoing basis, such as minutes of all board meetings, quarterly statements of revenue and expenditures, and quarterly reports on operational targets and activities.

APPROVAL

Requests are reviewed initially by a Community Services Department staff person who has been designated by the Commissioner of Community Services as the Grants Co-ordinator. The role of the Grants Co-ordinator is to determine whether the group is eligible and, if so, whether it has demonstrated commitment to the principles as required. The Grants Co-ordinator will also ensure an equitable distribution of available funds, in light of the group's financial need.

Groups that are ineligible for funding and whose applications will receive no further consideration will be so advised, in writing, as soon as possible.

If a group receives grant funding and subsequently disbands, they must dispose of their assets in a responsible manner that meets with the approval of the City.

Corporate Policy and Procedure



Policy No.	04-09-01
Page	12 of 14
Effective Date	2007 07 04
Supersedes	2001 09 12

The remaining applications are then reviewed by the group's staff liaison. As part of this review, the group liaison may consult with other City staff, with other organizations providing grants, with other organizations providing similar services, and with members of the group for additional information. The group liaison may elect to visit the program site, before making a recommendation.

The applications are then reviewed in detail by a designated Finance Division, Corporate Services Department staff person, (Finance staff) and the Grants Co-ordinator. Neither of these staff members may also act as a group liaison.

The role of Finance staff is to ensure that the financial information provided is accurate and appropriate. Finance staff will identify and investigate any significant variances from the prior year's statements; and will identify all savings and reserve funds, their sources and planned uses. The City reserves the right to audit the group, prior to recommending funding. Finance will provide comments to the Grants Co-ordinator regarding the financial information and together they will determine if an audit is required. Before consideration of staff's recommendation(s) by Council, the Finance Division must be in agreement that the funding recommended by the staff liaison is acceptable in light of the financial information provided.

Staff recommendations are made to the General Committee. All applicants are notified of the recommendation regarding their particular group prior to the General Committee meeting. Applicants may make a deputation to General Committee regarding the staff recommendation. The staff liaison will assist with arrangements. General Committee's recommendations are then forwarded to Council for approval.

PAYMENT

Groups are notified of the amount approved following Council

Corporate Policy and Procedure



Policy No.	04-09-01
Page	13 of 14
Effective Date	2007 07 04
Supersedes	2001 09 12

approval.

Groups receiving grants of less than \$20,000 will receive a cheque for the total amount awarded approximately one month following final approval, unless other specific conditions are recommended and approved by Council. For grants of \$20,000 or more, 75 per cent of the total award will be provided approximately one month following final approval. Twenty-five per cent will be held back until the group has provided audited financial statements to verify that the monies expended in the previous year were spent according to Council's intent.

Groups will have until June 30 to submit financial statements and any other documentation required by the City, and final payment will be made by July 15. In addition, the City reserves the right to adjust the final payment, in the event that unexpected budget cuts are required subsequent to approval.

RECONCILIATION/ MONITORING

Grants may not be used for purposes other than the purposes approved by Council. If a grant is used for a purpose other than that approved by Council, the grant must be repaid.

Groups may be required to return any portion of a grant not expended in the calendar year for which it was awarded.

A reconciliation of actual expenditures will be completed for each grant awarded. Financial statements and, where appropriate, receipts must be provided to verify that the municipal grant was expended according to the resolution of support approved by Council. The financial statements and receipts provided must be approved by the Board of Directors and minutes of the meeting at which they were approved must be provided.

Groups are required to identify how they will measure the

Corporate Policy and Procedure



Policy No.	04-09-01
Page	14 of 14
Effective Date	2007 07 04
Supersedes	2001 09 12

success of the programs, services, or projects for which funding was provided. The results of these measurements must be provided by December 15 of the year in which the grant was awarded.

Finance staff and the Grants Co-ordinator are responsible for advising the staff liaison of all information required to reconcile grants and when the information will be required. The staff liaison is responsible for obtaining all required information from the group. Failure to submit the requested information will jeopardize future consideration of grant requests. The information provided is reviewed and reconciled by the Grants Co-ordinator and Finance staff. As part of the reconciliation process, projects or services receiving grants may be subject to an audit and/or a site visit by the City of Mississauga.

Finance staff and the Grants Co-ordinator prepare a report to Council each year, outlining any grants which could not be fully reconciled or which were not expended according to Council direction, and recommending action which should be taken. This status report, and subsequent Council decisions, will be considered when assessing new applications.

REFERENCE: Resolution 0255-2001 – 2001 09 12
GC-0542-2007 – 2007 07 04 (Re: arts and culture grants)

LAST REVIEW DATE: April, 2007

CONTACT: For more information, contact your group liaison or the Grants Co-ordinator, Community Services Department.