

Celebrate Markham Program Review

Presentation to General Committee

June 15, 2015



**Building Markham's Future Together
Journey to Excellence**

AGENDA

- Key Outcomes
- Areas for Improvements
- Program Phases
- Vision
- Recommended Improvements
- Program Structure
- Criteria and Eligibility
- Program Administration
- Funding Envelope
- Conclusions

Key Outcomes for Grant Review

- Council approves a **renewed grant program** to achieve their shared vision that supports the needs of a growing City over the long term in a sustainable manner.
- Program supports the following areas: **Culture, Events/Tourism, Sports, Community Development, Inclusion, Seniors and Youth.**
- **New systems** in place to support the program – four fundamental areas: *eligibility criteria, accountability, program administration and program budget*

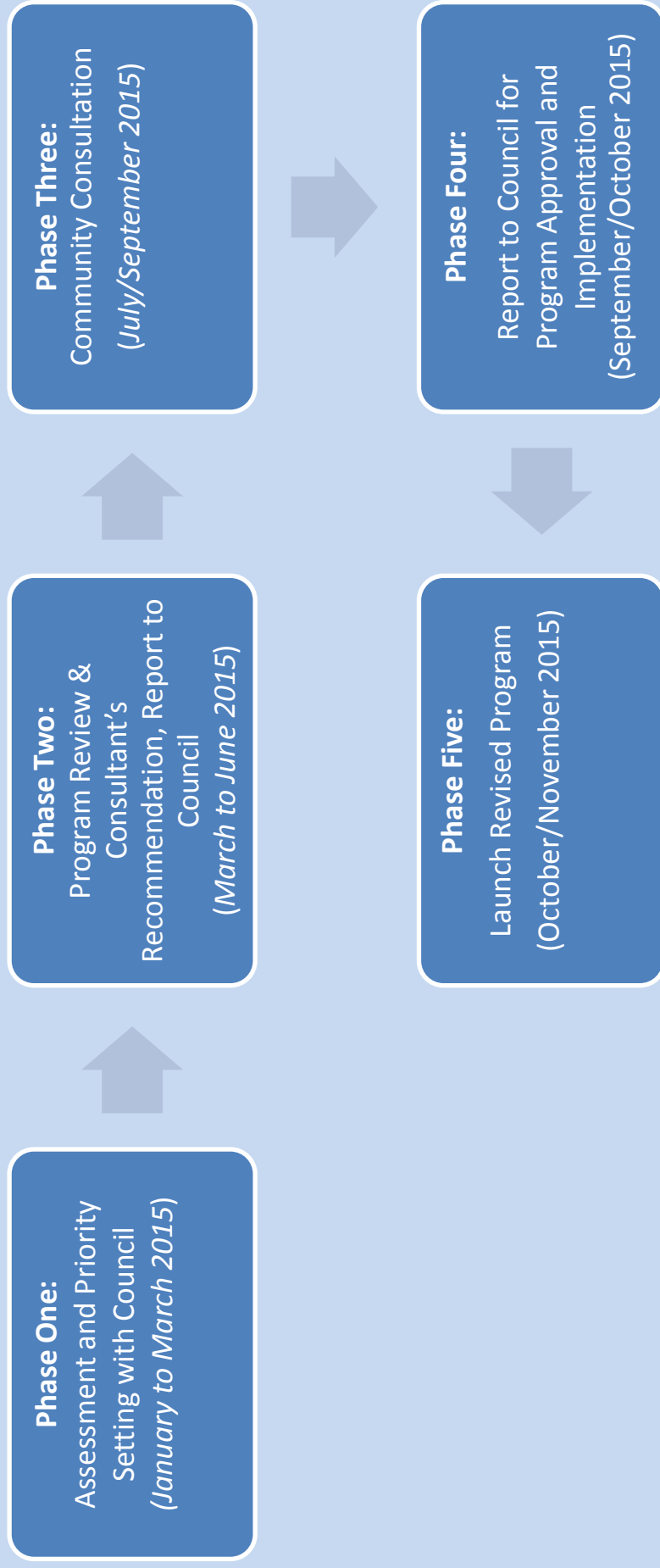
Areas for Improvement

- Dependency of community groups on annual grants as ongoing funding source;
- Limited opportunity for new groups to access grants;
- Better Program transparency and Program structure - clearer goals/eligibility criteria/deadlines;
- A basis/formula for setting annual funding envelope;
- Improved oversight/monitoring;
- Improved communications and promotion;
- Regular monitoring to ensure recipients are meeting expectations.

Celebrate Markham Program should be:

- Guided by a clear vision
- Aligned with the City's long-term goals and strategies including Building Markham's Future Together, Integrated Leisure Master Plan, Culture Plan, Diversity Action Plan, Public Realm Strategy and Green Print
- Have clear community impact and respond to community needs

Program Review Phases



Vision

Celebrate Markham is a transparent, inclusive, and sustainable grant program that reflects Council's vision for Markham as a City that enhances arts & culture, active living, community engagement and social cohesion through the support of events and programs that bring the community together, attract visitors and increases tourism.

Recommended Improvements

- Report recommendations are based upon consultant's findings with respect to 4 improvement areas: *eligibility criteria, accountability, program administration and program budget*
- Approach intended to be evolutionary – emphasizing more rigour, transparency and consistency in the review process
- Balance needs of applicants and the need for transparent and effective use of Funds
- That all future funding requests from community and cultural groups be directed to the revised Celebrate Markham program to be reviewed and evaluated through the determined criteria and process

Program Structure

- Celebrate Markham Program be divided up into 3 funding streams:
 - Cultural Events & Programs
 - Major Community Festivals & Sports Events
 - Seniors' Programs
- Annual funding for City operated events and programs be moved from Celebrate Markham to Corporate Communications & Community Engagement Department to be managed;
- Pending Council decision, funding for Markham Arts Council be a component of the Celebrate Markham Program and be managed through separate eligibility criteria, accountability checks and financial reporting.

Program Criteria & Eligibility

Develop two-part criteria and eligibility requirements:

- **Part 1:** General Program Criteria for Celebrate Markham eligibility
- **Part 2:** Detailed Criteria by individual Funding Stream
 - Cultural Events & Programs
 - Major Community Festivals & Sports Events
 - Seniors' Programs

Part 1: General Program Criteria for Eligibility

Some examples would include:

- Applicants must be a not-for-profit organization
- Events, activities, and programs must take place in the City of Markham
- The organization must be supported by a volunteer Board of Directors, Steering Committee or similar body
- 75% of the organization's Board of Directors must be residents of the City of Markham
- Membership in the organization and the organization's activities must be open to the public, without restrictions or limitations
- Goals and objectives of the event, activity or program must align with the Vision and Guiding Principles of Celebrate Markham

Part 2: Detailed Criteria by Individual Funding Stream

Specific criteria has been developed for each of the Individual Funding Streams:

1. Culture Events and Programs
2. Major Community Festivals & Sports Events
 - i) Major Community Festivals
 - ii) Sports Events
3. Seniors' Clubs

Based upon generating specific outcomes for each area

Program Administration

- Culture Department will lead and administer the Celebrate Markham Program
- Establish a Staff Grant Review Committee to review applications and make recommendations on grant funding to Council
- Staff Grant Review Committee consist of staff members representing Culture, Recreation, Finance and Corporate Communications & Community Engagement

Program Administration - Application Process

Actions	Date
<i>City accepts Grant Applications</i>	<i>October 1st</i>
<i>Application Deadline</i>	<i>November 15th</i>
<i>Staff Grant Review Committee assesses applications based on set criteria & prepares staff report recommending funding applications to General Committee</i>	<i>January/ February</i>
<i>General Committee resolution goes to Council for final approval</i>	<i>January/ February</i>
<i>Cheque requisition & transmittal of funds to grant recipients 60 days prior to start or program/event</i>	<i>Ongoing following Council approval</i>
<i>Submission of recipient's outcome/financial report following program/event completion</i>	<i>30 days following completion of program/event¹⁴</i>

Program Administration - Budget Process

Actions	Date
<i>Staff Grant Review Committee prepares Annual Funding Review report recommending funding envelope and proposed allocations for fund categories to Budget Committee</i>	<i>November</i>
<i>Budget Committee receives report and recommends funding envelope to Council as part of the annual budget process</i>	<i>November/ December</i>
<i>Funding allocated to the various funding categories, MAC and City Managed events</i>	<i>January</i>

Funding Envelope

There are three options for funding going forward:

1. Set budget based on a per capita formula at \$1 per capita = \$345,000
2. Maintain budget at 2015 funding levels = \$370,000
3. Reduce budget from 2015 funding level to 2014 funding = \$250,000

* All 3 options less \$84,000 for City Operated Events

Funding Envelope

Staff recommend using a policy-based approach to determining the budget using a funding formula of \$1 per capita (option #1)

This was the option also recommended by the consultant and is best aligned with addressing the outcomes of the Celebrate Markham Program.

This approach also addresses the following issues:

- Increasing demands from existing applicants for sustainable funding;
- Inability to bring on new groups or programs under existing funding levels;
- Need for a sustainable funding source that addresses growth and demand from additional programs;
- Eliminates having to contemplate declining grants to existing applicants in order to free up additional funding.

Funding Envelope

The budget would be adjusted every 4 years at the \$1 per capita rate and based on population statistics as provided by the Region of York.

New funds as a result of budget increases are to be used to grow the program by providing additional funding opportunities to new groups and initiatives rather than increasing funds to existing groups.

Funding Envelope

Assuming \$345,000 for Celebrate Markham Fund:

City-operated events	\$84,000	Canada Day, Doors Open, RBC Children's Festival, Markham Santa Claus Parade, Seniors Hall of Fame
Held for future allocation by Council	\$30,000	Contingent on future Council decision
Total	\$114,000	

Remaining Funding for 3 proposed categories = \$231,000 (\$345,000 minus \$114,000)

Funding Envelope

Proposed 2016+ Funding for Celebrate Markham Applicants

Cultural Events & Programs	\$65,000	Maximum \$5,000 per applicant
Major Community Festivals & Sports Events	\$130,000	Maximum \$10,000 per applicant
Seniors' Programs	\$36,000	Maximum \$3,000 per applicant
Total	\$231,000	

Celebrate Markham Program Changes 2015 vs. 2016

	2015		2016	
	# of events	Total	# of events	Total
Cultural Events & Programs	7	\$26,300	13 +	\$65,000
Major Community Festivals & Sports Events	9	\$85,100	13+	\$130,000
Seniors' Programs	9	\$30,575	12 +	\$36,000
City-operated Events	5	\$84,025	5	\$84,000
Markham Arts Council	1	\$79,000	Pending Council decision	TBD
Kindred Spirits Orchestra	1	\$60,000	Must submit application for funding under the revised 2016 Celebrate Markham Grant Program	TBD
Future Council Allocation	N/A	N/A	N/A	\$30,000
GlobalFest	1	\$5,000	N/A	\$0
Total	33	\$370,000	43 +	\$345,000

Other City of Markham Funding Programs In Addition to Celebrate Markham Funding

Funding Program	Total Available/Year
Markham Environmental Sustainability Fund	\$150,000
Trees For Tomorrow Fund	\$120,000 annually
Grants to Don Watershed Regeneration Council	\$25,000 annually
Markham Designated Heritage Property Grant Program	\$30,000 annually to 2016
Markham Commercial Façade Improvement Grant Program for Heritage Districts	\$32,000 annually
Unionville Home Society	\$25,000 annually (matching funds)
Markham Lawn Bowling Club	\$25,000 (in-kind services)
GRAND TOTAL ANNUAL FUNDING	Approximately \$382,000

Conclusions

- Through development of a revised grant program the City will be able to implement a fair, transparent and sustainable program for the community
- The revised criteria and eligibility requirements will ensure fair and equitable review of applications and alignment with the City goals and objectives, including the ability to show clear community impact and response to community needs
- Additionally the criteria will ensure that events and programs are inclusive, create a sense of community and encourage visits and tourism

Conclusions

- Using a policy-based funding formula will allow for a sustainable funding source while allowing new groups to participate in the program
- The proposed Program will meet the original objectives of the review and will best achieve the outcomes and area of improvement identified at the outset



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Questions?