

Celebrate Markham Workshop

March 9, 2015



Public Affairs / Management Consulting / Communications

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Governance	Eligibility	Application Process		Reporting	Program Budget
Current Status					
- List of previously funded groups are provided to Budget Committee, and sent to Council for approval - No staff report is prepared on application assessment or recommendations for grants allocations	- By and large, the same groups are receiving multi-year funding - MAC receives on-going funding for its operations, while it is not an Event nor Festival - A number of Seniors' groups are funded by Program, in addition to receiving other in-kind contributions from City	- Program is not well promoted in the community - Forms are provided to returning organizations every year - With the exception of a few new groups, it is the same groups funded year after year - Some groups are able to use funds raised through their events to support other charities - It is unclear on how City funds are actually used in some cases - There are operational and financial concerns with MAC	- Final outcome reports are not always provided - In a number of cases, no audited statements are provided	- Program's base budget has been \$250,000.00 (in 2015, \$370,000.00). Approximately \$90,000.00 of budget is allocated to five Events and Festivals directly operated by City staff - In 2015, \$120,000.00 of additional funding to MAC and new funding to Kindred Spirits Orchestra (KOS), which increased the base budget for the Program	
Program Options					
A. A staff report should be prepared on assessment process and recommendations on grants to be approved by Council	A. Funding for Seniors' groups should be administered by the Recreation Department	A. Culture Department should lead & manage the application process with support from other departments (Finance, Recreation and Communications)	A. Mandatory financial and final-outcomes reporting should be submitted by all groups funded by the City	A. The Program's base budget should be reduced by \$90,000.00, with City-operated Events and Festivals moved to department budgets for clearer accountability of the purpose of Celebrate Markham, and the responsibility of the public service for directly operated events	
B. A Grants Committee could be established, consisting of Councillors and community members. The Committee should report to the Budget Committee	B. Two categories of funding should be established: one-time project applicants, and returning applicants	B. Specific changes should be made to the application form: - Publicize program to make it more accessible - Create a formal application intake process, and specify application deadline - Add more structure & rigour to assessment by staff of applications, and add detailed and tighter criteria for eligible expenses - In addition to annual application process, require a major review after every three years of funding	B. Audited statements with clear requirements should be required for grants above \$20,000.00	B. The budget for the Program starting in 2015 could be maintained at \$370,000.00, with departments absorbing the cost of approximately \$90,000.00, or if there is significant operating budget pressures in departments, a phase-in or ramp-up approach be adopted.	
C. An appeals process could be specified through the Budget Committee and presented to Council	C. Funding for MAC should be categorized differently from other Events and Festivals grants	C. An operational review of MAC should be undertaken by the Culture Department, in conjunction with its board. The main objective will be to clarify its mandate, and determine steps to operational and financial sustainability. Following the review, provide a two-year transitional period to establish new mandate and structure	C. Any surplus funds from Events and Festivals should be returned to the City	C. The actual program budget to be approved in 2015 is \$370,000.00. If this new amount is maintained by Council in 2016, it is significant growth in the Program budget which is consistent with a per capita formula approach that is starting with \$1/capita	
D. MAC (or third party arms length organization) could administer the Events and Festivals grants program	D. Every funded group could be expected to demonstrate their other fund-raising efforts and results, to ensure the City grant contribution decreases incrementally to a lower base amount	D. Contributions made by Business Improvement Areas to Events and Festivals could be nurtured			

Governance: how much control should Council have on approving organizations to be funded?

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- A staff report should be prepared on the assessment process and recommendations on grants to be approved by Council

- A Grants Committee could be established, consisting of Councillors and community members
- The Committee could report to the Budget Committee

- An appeals process could be specified through the Budget Committee and presented to Council

- Markham Arts Council (MAC) (or third party arms length organization) could administer the Events and Festivals grants program



SCI Recommendation

Eligibility: what types of organizations should be eligible for funding, and what types of funding should be considered?

Current Status

- By and large, the same groups are receiving multi-year funding
- MAC receives on-going funding for its operations, while it is not an Event nor Festival
- A number of Seniors' groups are funded by the Program, and also receive other in-kind contributions from the City

- Funding for Seniors' groups should be administered by the Recreation Department

- Two categories of funding should be established:
- one-time project applicants, and
 - repeat applicants

- Two categories of funding should be established:
- one-time project applicants, and
 - repeat applicants
- Plus:
- funding for MAC should be categorized differently from other Events Festivals grants

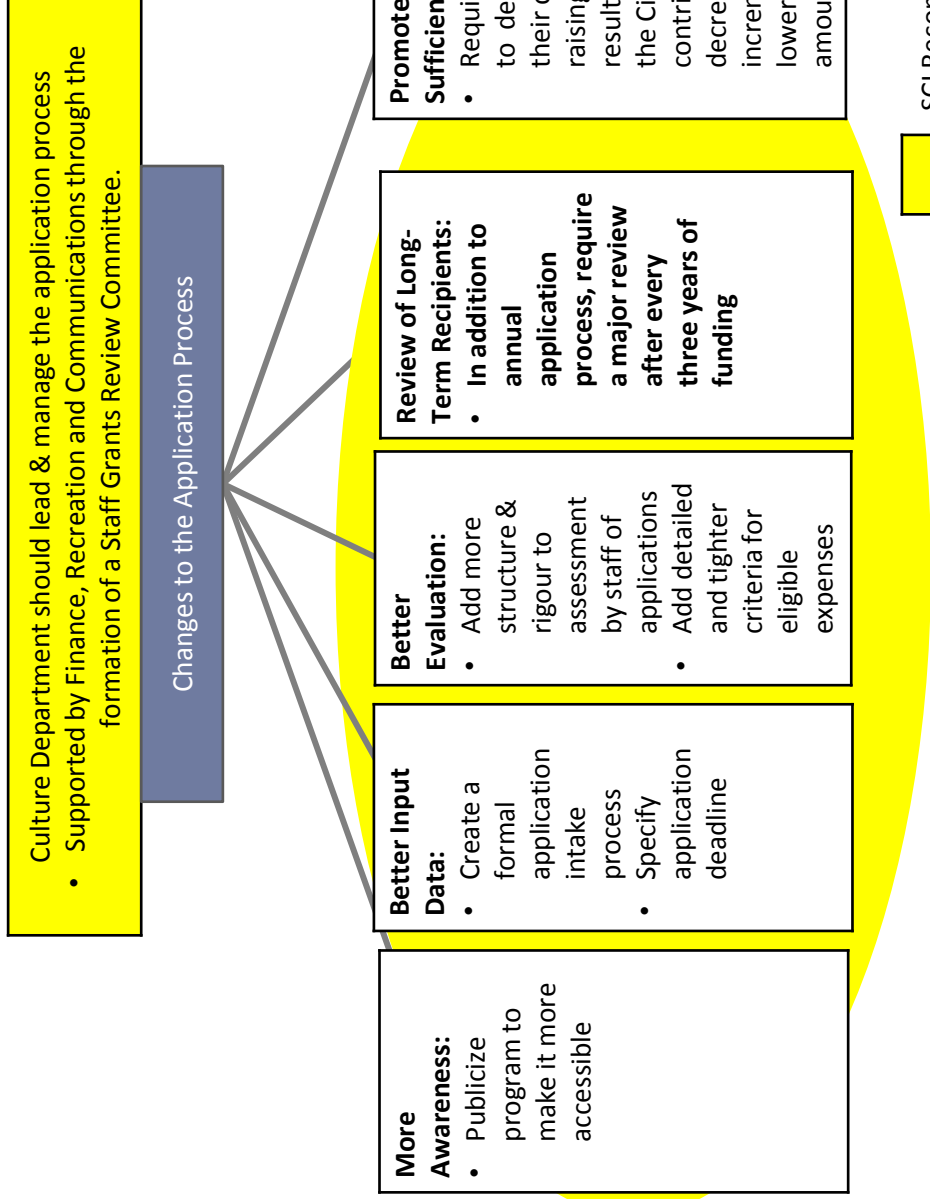


SCI Recommendation

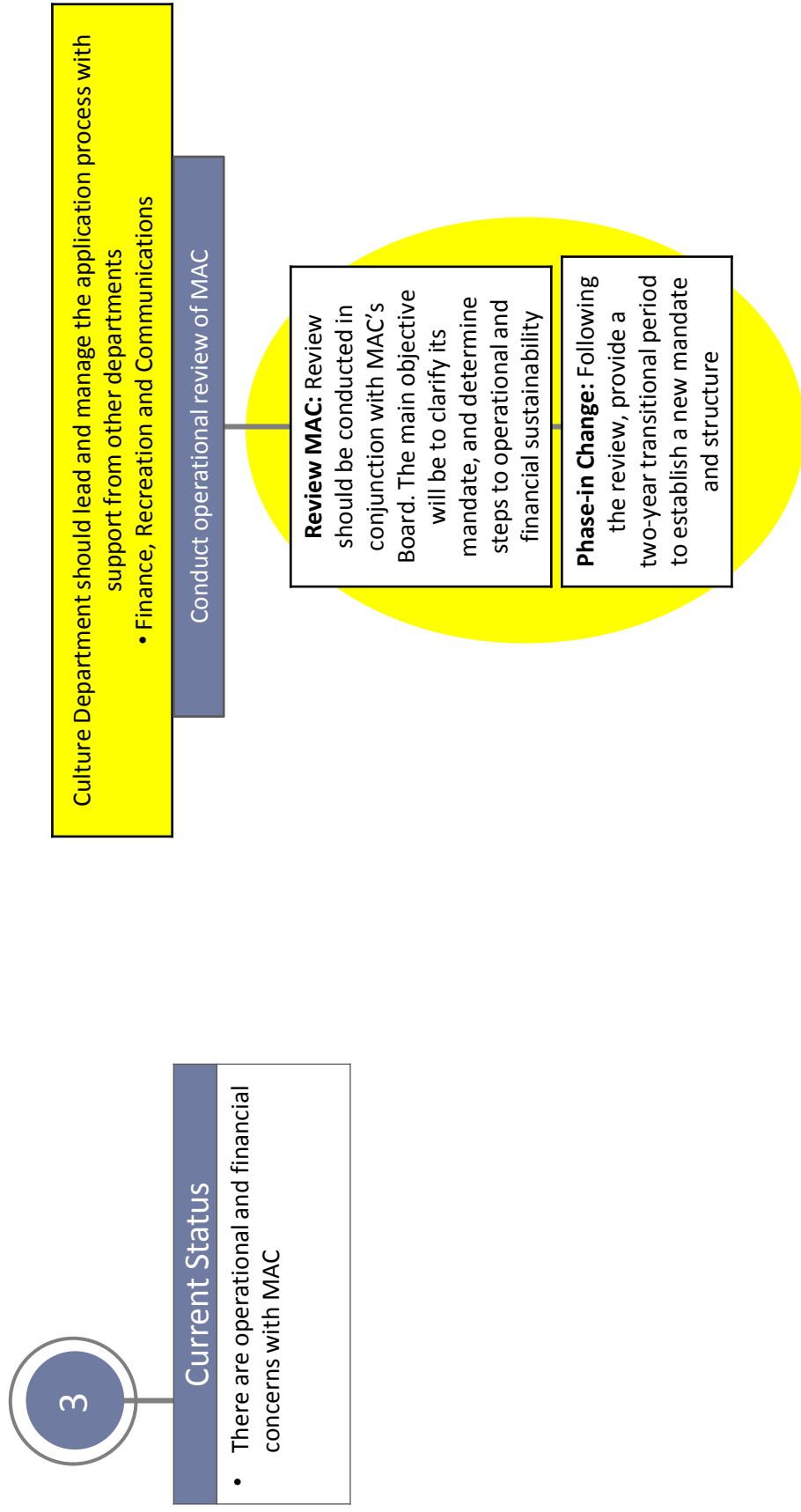


Current Status
• Program is not well promoted in the community • Forms are provided to returning organizations every year • With the exception of a few new groups, it is the same groups funded year after year • Some groups are able to use funds raised through their events to support other charities • It is unclear how City funds are actually used in some cases

Application Process 1: what fundamental changes to the application form and assessment process should be made for one-time and repeat applicants?



Application Process 2: should the Program’s relationship with the Markham Arts Council be restructured?



SCI Recommendation

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Current Status

- Final outcome reports are not always provided
- In a number of cases, no audited statements are provided

Reporting: Should mandatory reporting be expected by all groups funded by the City?



Program Budget: What future enhancements to the Celebrate Markham Program’s budget should be considered, while reflecting current fiscal realities?

Current Status

- Program’s base budget has been \$250,000.00 (in 2015, \$370,000.00). Approximately \$90,000.00 of budget is allocated to five Events and Festivals directly operated by City staff
- In 2015, \$120,000.00 of additional funding to MAC and new funding to Kindred Spirits Orchestra (KOS), which increased the base budget for the Program

Rationalize and Maintain:

- Move the six* City-operated events to department budgets.
- Decrease Program’s base by those amounts.

Rationalize and Grow:

- Move the five City-operated events to department budgets
- Confirm the current base budget of the Program

Create Benchmark for Future Growth:

- The actual program budget to be approved in 2015 is \$370,000.00.** If this new amount is maintained by Council in 2016, it is significant growth in the Program budget which is consistent with a per capita formula approach that is starting with \$1/capita. **

* City operated events: Canada Day, Milliken Children’s Festival, Santa Claus Parade, Doors Open, Tony Roman and Earth Hour. Other events organized by the City are within existing departmental budgets.

**Note: This amount does not include all of the in-kind supports provided to event organizers . (\$200,000 value in 2010 to be updates.

SCI Recommendation