

## **Civic Partner Operating Grant Program Terms of Reference**

### **Background and Authority**

The City of Calgary (The City), in keeping with the Council-approved *Investing in Partnerships Policy* (CPS2017-01) (the Policy), invests in external organizations to achieve results for Calgarians. Investing in partnerships leverages and multiplies The City's resources and partners' knowledge and expertise to deliver targeted programs and services to Calgarians, advance City strategies and support the construction, operation and management of City-owned assets. Under the Policy, partners with some of the most significant levels of operating grant investments from The City are categorized as "Civic Partners."

In 2022 December, Council approved the Notice of Motion EC2022-1378: Developing a New Civic Partnership Program directing Administration to establish a Civic Partner Operating Grant Program that aligns with current and future Council directions and return to Council for approval.

### **Purpose of the Terms of Reference**

Following direction from Council in Notice of Motion EC2022-1378, these Terms of Reference provide guidance for the key elements of a formal grant program structure (The Civic Partner Operating Grant Program, or Program) to manage the development of recommendations for all operating grant investments in Civic Partners.

### **Purpose of the Civic Partner Operating Grant Program**

The purpose of the Program is to provide a structured, transparent and consistent approach to developing recommendations for the investment of operating grant funding in Civic Partner organizations. Targeted operating grant funding supports Civic Partners' capacity to meet agreed upon results for Calgary and Calgarians by extending, complementing and aligning with The City's delivery of its services. Operating grant funding supports Civic Partners' capacity to deliver high quality programs and services to Calgary and Calgarians, steward and contribute to City-wide strategies, maintain strong governance and financial management standards and recruit and retain skilled talent.

The Program structure is based on leading practices for grantmaking, including trust-based philanthropy principles that focus on mutual accountability. Program details will be available in the Program Guidelines (to be developed upon approval of the Terms of Reference) and subsequently available on [www.calgary.ca](http://www.calgary.ca). The Program structure may be leveraged for multi-year and one-time operating funding opportunities that address targeted needs for Civic Partners.

### **Program Foundation and Approaches**

The Program builds on the foundation of the partnership principles embedded in the Policy and is a targeted Program aligned with the following approaches:

- **Build strong partnerships** through transparency, two-way communication, mutual accountability and shared learning.
- **Focus on funding unique, mutually exclusive programs, services and facilities** to leverage limited operating grant funding resources.

- **Align with Council priorities and City plans and policies** including The City's Multi-Year Business Planning Policy (CFO004) and Budgeting Reporting Policies (CFO006) and related policies where appropriate.
- **Focus on multi-year funding** allocations.
- **Focus on operating funding** to support the organizational infrastructure required for Civic Partners to leverage other funding and resources where appropriate to deliver mutually agreed upon results.
- **Consider a Civic Partner's legal structure** given the inherent level of risk posed for The City by subsidiaries and other related authorities.
- **Leverage a grant review committee** structure to develop recommendations for Council approval.
- **Evolve the Program** as leading practices change related to grantmaking and other areas.
- **Embed broader social, culture and other considerations into the Program** to address equity, anti-racism, truth and reconciliation, and economic, cultural, environmental and social issues.
- **Include a requirement for no lobbying specific to a funding request** by organizations or individuals representing the organization from the date of submission of an application to the Program until the approval of funding recommendations by Council. This does not apply to general advocacy by Civic Partners related to their operations or governance.

### **Eligibility**

This program is open to applications from Civic Partners as defined in the Policy that have an operating grant from The City. Prior to the application intake period, if there is an investment decision by Council based on a business case or other procedure under section 6.4.2 of the Policy that results in a new "Civic Partner" under the definition in the Policy, funding decisions would be managed through the Program. The Program is not open to funding requests from other categories of partners that are managed through other City processes.

### **Program Outcomes**

The following Program outcomes will guide how the return on individual investments and overall performance of the Program is measured, recognizing the broad range of programs, services and strategies Civic Partners deliver and steward and their contribution to multiple services. Program investments will:

- Contribute to achieving mutually agreed-upon results for Calgary and Calgarians.
- Support Civic Partner organizations to have the required capacity and infrastructure to:
  - a. extend, advance or support The City's delivery of services or to achieve results for Calgarians,
  - b. manage and operate specific City-owned assets appropriately,
  - c. improve and adapt programs and services over time as the community's needs change including expectations related to equity, diversity, inclusion, anti-racism, truth and reconciliation and other considerations when carrying out their individual mandates, and
  - d. demonstrate sound management practices and good governance (financial, board, and organizational).

Civic Partners are required to develop meaningful performance measures that demonstrate their contribution towards achieving the above outcomes in addition to any further outcomes identified in the full Program Guidelines.

### **Program Priorities**

The Program focuses on multi-year funding that contributes to Civic Partners' essential operating costs to support the organizational infrastructure required for the delivery of strategies, programs or services. When resourcing is available, the Program may accept and consider requests for increased levels of one time or multi-year operating grant funding to grow, enhance or modify existing levels of service. More detailed priorities may be defined for each application cycle.

Requests for capital grant funding from The City are managed through existing processes outside of this Program.

### **Program Streams**

The Program adopts a streamed approach to refine the intake and decision making process and allow for tailored evaluation criteria and other approaches to support development of funding recommendations for applicants within a specific stream. At the highest level, applications will be streamed by a Civic Partner's legal structure, either a City controlled entity or an independent entity. Other streams may be identified in the application process including those focused on a particular sector or sub-sector.

### **Program Process**

Key Program process elements are identified below with full details to be included in the Program Guidelines.

#### ***Review, Evaluation and Decision Making***

- A grant review committee, guided by support from City subject matter experts, will review applications and develop funding recommendations for Council approval. The Committee is an Administrative Committee and does not fall under the *Governance and Appointments of Boards, Commissions and Committees Policy* (CP2016-03). Separate terms of reference for the Committee will be developed by Administration.
- Funding recommendations will be based on investment criteria that align with The City's wider service planning and budgeting process.
- The guidelines will provide for a process to discuss funding recommendation decisions with applicants.
- All communication about an application will be through City Administration.

#### ***Approval of Recommendations***

- Funding recommendations will be provided to Council through the approval of each business cycle's Service Plans and Budgets or the annual adjustments to them.

#### ***Agreements***

All recipients will be required to execute a funding agreement with The City outlining terms and conditions of the funding, where appropriate based on a Partner's legal structure. Among other items, agreed-upon performance measures will be embedded in all agreements.

***Reporting and Performance Measures***

- Applicants must identify and report annually on mutually agreed upon performance measures that demonstrate the impact on Calgary and Calgarians and align with the Program Outcomes.
- Program reporting requirements will align with The City's established reporting processes.
- Performance measures must align with The City's corporate standard and consideration will be given for both qualitative and quantitative approaches to demonstrating results.
- Shared measures may be developed in collaboration with Civic Partners to demonstrate collective impact.

***Program Evaluation***

The Program Guidelines and implementation will be evaluated regularly.

**Effective Date**

The Terms of Reference are effective upon approval by Council.