

- 2. Community Funding Framework Policy Statement and Next Steps**
- Énoncés de politique du Cadre stratégique sur le financement communautaire et prochaines étapes**

COMMITTEE RECOMMENDATIONS

That Council:

- 1. Approve the Community Funding Framework Funding Policy Statements for the new Community Funding Framework (ACS2019-CSS-GEN-0012, approved by Council on September 25, 2019), as outlined in this report.**
- 2. Delegate authority to the Manager, Partner and Stakeholder Initiatives, to manage and administer the Community and Social Services Department Community Funding budget as detailed in this report and allocate all community funding in accordance with the Community Funding Framework Funding Policy Statements attached as Document 1 to this report, provided such allocations are within approved budgets.**

RECOMMANDATIONS DU COMITÉ

Que le Conseil municipal :

- 1. approuve les Énoncés de politique du Cadre stratégique sur le financement communautaire pour le nouveau Cadre stratégique sur le financement communautaire (ACS2019-CSS-GEN-0012, approuvé par le Conseil municipal le 25 septembre 2019), selon les modalités exposées dans le présent rapport;**
- 2. délègue au gestionnaire des Services des initiatives avec les partenaires et les intervenants le pouvoir de gérer et d'administrer le**

budget de financement communautaire de la Direction des services sociaux et communautaires selon les modalités exposées dans le présent rapport et d'attribuer l'ensemble du financement communautaire conformément aux Énoncés de politique du Cadre stratégique sur le financement communautaire joints au présent rapport (document 1), sous réserve que lesdites allocations soient conformes aux budgets approuvés.

DOCUMENTATION/DOCUMENTATION

1. General Manager's report, Community and Social Services, dated 10 February 2020 (ACS2020-CSS-GEN-0003).

Rapport de la Directrice général, Services sociaux et communautaires, daté le 10 février 2020 (ACS2020-CSS-GEN-0003)

2. Extract of Draft Minutes, Community and Protective Services Committee, dated 20 February 2020

Extrait de l'ébauche du procès-verbal, Comité des services communautaires et de protection, le 20 février 2020

DIRECTION TO STAFF

That staff report back to Community and Protective Services Committee and City Council on the results of the Community Funding, Sustainability Fund allocation process before the end of September 2020.

Que le personnel fasse rapport au Comité des services communautaires et de protection et au Conseil municipal sur les résultats du processus d'affectation du Fonds de viabilité, dans le cadre du financement communautaire, avant la fin septembre 2020.

**COMMUNITY AND PROTECTIVE
SERVICES COMMITTEE
REPORT 10
26 FEBRUARY 2020**

**COMITÉ DES SERVICES
COMMUNAUTAIRES ET DE
PROTECTION RAPPORT 10
LE 26 FÉVRIER 2020**

**Report to
Rapport au:**

**Community and Protective Services Committee
Comité des services communautaires et de protection
February 20, 2020 / 20 février 2020**

**and Council
et au Conseil
February 26, 2020 / 26 février 2020**

**Submitted on February 10, 2020
Soumis le 10 février 2020**

**Submitted by
Soumis par:
Donna Gray, General Manager/Directrice générale, Community and Social
Services/Services sociaux et communautaires**

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avec les partenaires et les intervenants
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**Ward/Quartier : City Wide / À l'échelle de la ville (0) File Number/Dossier n° : ACS2020-
CSS-GEN-0003**

SUBJECT: Community Funding Framework Policy Statements and Next Steps

**OBJET: Énoncés de politique du Cadre stratégique sur le financement
communautaire et prochaines étapes**

REPORT RECOMMENDATIONS

That the Community and Protective Services Committee recommend Council:

- 1. Approve the Community Funding Framework Funding Policy Statements for the new Community Funding Framework (ACS2019-CSS-GEN-0012, approved by Council on September 25, 2019), as outlined in this report.**
- 2. Delegate authority to the Manager, Partner and Stakeholder Initiatives, to manage and administer the Community and Social Services Department Community Funding budget as detailed in this report and allocate all community funding in accordance with the Community Funding Framework Funding Policy Statements attached as Document 1 to this report, provided such allocations are within approved budgets.**

RECOMMANDATIONS DU RAPPORT

Que le Comité des services communautaires et de protection recommande au Conseil municipal :

- 1. d'approuver les Énoncés de politique du Cadre stratégique sur le financement communautaire pour le nouveau Cadre stratégique sur le financement communautaire (ACS2019-CSS-GEN-0012, approuvé par le Conseil municipal le 25 septembre 2019), selon les modalités exposées dans le présent rapport;**
- 2. de déléguer au gestionnaire des Services des initiatives avec les partenaires et les intervenants le pouvoir de gérer et d'administrer le budget de financement communautaire de la Direction des services sociaux et communautaires selon les modalités exposées dans le présent rapport et d'attribuer l'ensemble du financement communautaire conformément aux Énoncés de politique du Cadre stratégique sur le financement communautaire joints au présent rapport (document 1), sous réserve que lesdites allocations soient conformes aux budgets approuvés.**

EXECUTIVE SUMMARY

The purpose of this report is to seek Council approval of the Policy Statements for the new Community Funding Framework that was approved by Council on 25 September 2019 (ACS2019-CSS-GEN-0012). The report also recommends that City Council delegate authority to the Manager, Partner and Stakeholder Initiatives, to manage and administer the Community and Social Services Department Community Funding budget as detailed in this report and allocate funding in accordance with the updated Community Funding Framework Funding Policy Statements, provided such allocations are within approved budgets.

The Community Funding Framework Policy Statements included for approval in this report (Document 1) present the following for each funding envelope: description, principles, eligibility criteria, decision-making process, allowable expenses, ineligible costs, and reporting and monitoring requirements. This report also highlights significant points of change compared with the current Community Funding Framework Policy that City Council approved on February 8, 2006 (Agenda Item 2, HRSS Report No. 28, report entitled “Community Funding Framework Policy-Phase Two”), and updated on October 23, 2013 (Bulk Consent Agenda Item B, CPSC Report 27, report entitled “Community Funding Framework Update”, report no. ACS2013-COS-CSS-0011)..

These changes include a permanent transfer of \$150K from the Older Adult Plan Community and Social Services Department (CSSD) budget to the Community Funding Framework budget to be allocated to non-profit social service organizations serving older adults and isolated, marginalized residents.

On September 25, 2019, [Council approved the new Community Funding Framework](#) (CFF) which will take effect in 2021. No changes to current funding levels will occur in 2020. Staff will continue to administer Community Funding in accordance with the current funding policy throughout 2020 while the new CFF is being introduced.

This report outlines the next steps to implement and transition to the new CFF, including:

- The development of an evaluation and outcome measurement framework (in progress);

- An allocation process for the Sustainability Fund to be launched in March 2020, following Council approval of the CFF Funding Policy Statements;
- Transition planning with agencies whose funding levels will change under the new CFF;
- Allocation processes for Community Fund and the Emergency and Emerging Needs Fund, to be launched in early 2021.

Current Renewable Funding will end in 2020. Staff will develop new contribution agreements for agencies successful in the allocations process and will work with agencies not successful in their application to develop transition plans, which may include transition funding. In the 2020 budget, Ottawa City Council approved a one-time \$500K transition fund. This fund will be committed before the end of 2020 and used to support agencies with their transition needs as a result of the allocation process. As part of the City's support for agencies during transition, staff will contact each agency and work together to develop transition plans, and funding from the \$500K transition fund may be made available for up to 1 year of continued support.

Staff will update Council in Q3 2020 with funding allocation results for the new Community Funding Framework. Annual reporting is done through the Delegation of Authority report.

Financial Implications

No change in overall Community Funding envelope for 2020.

Staff are proposing to move \$150K from the Older Adult Plan CSSD budget to the CSSD Community Funding budget in 2021.

The one-time \$500K transition fund approved by Council as part the 2020 Budget will be committed by the end of 2020.

Public Consultations

A Reference Committee of community agency partners (both funded and non-funded by the City) representing the non-profit/voluntary sector was established in 2018 to inform

the Community Funding Framework Review (CFFR). Membership in the CFFR Reference Committee includes 27 community agencies and 4 funders. The CFFR Reference Committee met three times in 2018 and four times in 2019 and will continue to meet through 2020.

In 2018, 60 community agency representatives participated in consultations to explore the efficacy of the current Community Funding. An online survey generated a total of 120 responses, including 71 from funded agencies and 49 from non-funded agencies. The new Funding Framework was validated at a Community Agency Meeting in June 2019 (119 funded and non-funded agencies participated) and at the July 2019 meeting of the CFFR Reference Committee.

The decision-making process outlined in this report and the new structure of funding streams and envelopes were validated with the CFFR Reference Committee at its December 2019 meeting.

BACKGROUND

The Community Funding Portfolio currently invests \$24.7M of 100% municipal funding through five funding streams: Renewable Community Funding (\$23.9M), One-Time Non-Renewable Project Funding (\$100K); Emergency Funding (\$148K); Major Capital Funding (\$300K); and the Emergency Bus Transportation Program (\$226K).

In the 2020 budget, Council approved \$100K Non-Renewable Project Funding, which staff will allocate under existing funding priorities in Q1 2020. It will be open to agencies outside of the existing renewable funding envelope. Council also approved one-time \$500K transition funding to support agencies affected by changes under the new CFF.

The Community Funding Framework Review (CFFR) began in 2018 to update the existing Framework so that it enables the City to meet needs where they are most pronounced, while offering enough flexibility to address emerging needs, strengthen existing investments, and contribute to a healthy social infrastructure and community well-being.

The new Community Funding Framework (CFF) responds to community needs and feedback and integrates flexibility and sustainability. Community Funding contributes to

sustaining a strong social infrastructure in Ottawa by supporting the non-profit social services sector. The non-profit sector contributes to a large, diversified, resilient economy and provides considerable social benefits. Non-profit community-based organizations create economic opportunities, leverage human capital and public investment into much greater economic activity, and provide recession- and export-proof jobs. Additionally, they increase social inclusion (particularly among equity-seeking groups), civic participation, community well-being, and engagement with public sector processes.

On 25 September 2019, Council approved the new CFF vision, mission, mandate, funding priorities and funding streams ([ACS2019-CSS-GEN-0012](#)). A summary of the new CFF is presented below:

Priority Groups Francophones; immigrants; Indigenous people; 2SLGBTQ+; older adults; people living in poverty; people with disabilities; racialized people; rural residents; women; and youth.

Funding Priorities

Priority	Description	Services that support progress
Poverty Reduction	Poverty is “deprivation of the resources, choices, and power necessary for civic, cultural, economic, political and social participation in society” (EI Snapshot on Poverty, 2017, p.5). Poverty reduction involves both addressing the root causes and alleviating the effects of poverty in the community.	Increase equitable and timely access to services that address root causes and alleviate the effects of poverty through: <ul style="list-style-type: none"> • Assessment and referral • Counselling and crisis management • Skills building • Civic and social engagement • Food security • Affordable transportation

<p>Community Development</p>	<p>Community development is an inclusive process whereby community members become engaged, educated and able to generate and implement collective solutions to shared concerns.</p>	<ul style="list-style-type: none"> • Reduce structural barriers (including discrimination, stigmatization, and abuse) to resident and community engagement; • Increase residents' capacity to engage in their neighbourhoods and communities to address local and systems level issues; focus on priority neighbourhoods; • Increase residents' sense of belonging, access to reliable support networks and opportunities and skills to safely participate in their communities.
<p>Social Infrastructure</p>	<p>Social infrastructure refers to facilities, assets, and services that help residents and communities meet their social needs, maximize their potential for development, and enhance community resilience and well-being.</p>	<p>Increase non-profit social services sector resilience and capacity to respond to emergencies and emerging issues through initiatives that:</p> <ul style="list-style-type: none"> • Build and sustain social infrastructure assets; • Promote integrated sector approaches; • Develop alternative strategies, approaches, and use of resources; • Increase long-term cross sector systems planning (e.g. data initiatives, future-planning)

		to help residents and communities meet their social needs, maximize their potential for development, and enhance community resilience and well-being.
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Funding streams

Stream	Purpose	Conditions
<p>Sustainability Fund</p> <p>Long term</p> <p>Renewable</p>	<p>Maintain a strong social infrastructure and sustainable community non-profit social sector that ensure equitable provision of services for the most vulnerable:</p> <ul style="list-style-type: none"> - Operational funding (utilities, rent, admin, staffing, etc.) - Program funding (intake, assessment and referral, crisis intervention, other interventions addressing funding priorities, etc.) 	<ul style="list-style-type: none"> • Renewable • 5-year funding agreement cycles • Annual assessment (risk, outcomes, accountability) • Must demonstrate integration of collaboration/partnership • Agencies must be incorporated for 2 years, in existence for at least 5 years
<p>Community Fund</p> <p>Medium term</p>	<p>Build the capacity of the non-profit social services sector to respond to unmet, complex, and/or emerging community needs and pressures.</p>	<ul style="list-style-type: none"> • Renewable for up to 3 years • Assessed both annually and cumulative over funding period • Funding agreement can be moved under Sustainability Fund if funding

<p>Renewable for up to 3 years</p>		<p>envelope allows, community need persists, and based on cumulative assessment after 3 years (agencies must be incorporated for 2 years, in existence for at least 5 years for this)</p> <ul style="list-style-type: none"> • Must demonstrate integration of collaboration/partnership
<p>Emerging & Emergency Needs Fund</p> <p>Short term</p> <p>Non-renewable</p>	<p>Respond to emerging community needs and emergency or unforeseen organizational and capital needs:</p> <ul style="list-style-type: none"> - Unforeseen organizational emergencies - Emerging/unforeseen community crises - Unforeseen renovations, accessibility work, retrofits 	<ul style="list-style-type: none"> • One-time (per agency per funding year) • Capital funding for City owned, agency owned or long-term lease properties • Capital funding must be matched by agency or another funder

Equity and inclusion are key principles of the new CFF. An intersectional equity and inclusion lens (including gender) will be applied in all decisions and steps. The new Funding Framework also prioritizes the sustainability of the non-profit social services sector, collaboration and partnership between agencies, reduced administration, and supports agencies to leverage CFF funding to raise additional funding from diverse sources.

DISCUSSION

The Community Funding Framework (CFF) Policy Statements included for approval in this report in Document 1 contain the description, principles, eligibility criteria, allocations and decision-making processes, allowable expenses, ineligible costs, and reporting and monitoring requirements for each funding envelope.

An allocations process for the Sustainability Fund will be launched in March 2020, following Council approval of the CFF Funding Policy Statements. All agencies currently in receipt of Renewable Community Funding will be required to apply (if so desired) to the new Sustainability Funding envelope for 2021. Allocation processes for the Community Fund and Emergency and Emerging Needs Fund will be launched in early 2021.

Applications across all the funding envelopes will be screened based on alignment with CFF funding priorities, funding streams, demographic and geographic data mapping, and other criteria informed by the Community Funding Framework Review (CFFR). The decision-making process integrates:

- consideration of City funding priorities, priority groups, and priority community needs;
- alignment of funding decisions with existing needs where they are most pronounced and where there are the most barriers to accessing equitable services;
- flexibility to consider the needs of underrepresented groups for which less robust data is available and to respond quickly to emerging and emergency needs;
- a streamlined evaluation process with reduced administrative burden.

Three interrelated sources of information and/or data will be considered together to give a comprehensive picture of where the greatest needs are, where they are more pronounced, and for whom. This will ensure that funding will go where it is needed and where it can have the greatest impact. These are:

- CFF funding priorities as described in the new Funding Framework: poverty reduction; community development; and social infrastructure.
- Community priority needs that have emerged from community consultations and background research. These are: poverty; social exclusion and isolation; complex mental health issues; food insecurity; structural and systemic barriers.
- City-identified equity-seeking or priority groups: immigrants/newcomers; Indigenous; people living in poverty; racialized; rural; Francophone; 2SLGBTQ+; and people with disabilities.

Use of census-based data mapping tools like the Ontario Marginalization Index and the Ottawa Neighbourhood Equity Index as well as the extensive research and consultations will enable the funding to target the greatest needs for the groups facing most barriers to services, and wellbeing in neighbourhoods facing the greatest inequities.

The decision-making process is flexible enough to adapt and detailed enough to ensure transparency of funding decisions. It will be supported by the CFF Policy Statements presented for approval in this report (Document 1). Below is a summary highlighting the changes in the proposed Policy Statements compared with the current funding policy.

Funding Policy Statements Overview (Document 1)

The following funding structure is proposed under the three funding streams of the new Community Funding Framework:

- Sustainability Fund
- Community Fund
 - Project Funding
 - 1-year project funding
 - 3-year project funding

- Civic Events Funding
- Emerging and Emergency Needs Fund
 - Capital Funding
 - Emerging Community Needs Funding
 - Emergency Funding

Below are descriptions of each funding stream and funding envelope and the significant points of change compared with the current Funding Framework. The full Policy Statements are attached in Document 1.

Sustainability Fund – renewable, 5 years

The purpose of the Sustainability Fund is to maintain a strong social infrastructure and sustainable community non-profit social sector that ensure equitable provision of services to residents facing the greatest barriers to services and wellbeing. Funding under this stream is renewable, covering operations and programs.

The most significant change for this funding stream is the open allocation process. Historically, the Renewable Funding envelope has never had an allocation process, as most agencies were grandfathered in at the time of amalgamation. Proposals will now go through an allocation committee process, which will use an objective, decision-making process as described above for the prioritization and selection of eligible proposals.

The funding term was changed from 3 years to 5 years to lessen the administrative burden on agencies and City staff. There has been no change in the eligibility criteria, allowable expenses, and ineligible costs. As a result, all agencies currently receiving Renewable Funding will be eligible to reapply under the Sustainability Fund. Agencies will now report annually on outcomes, in addition to annual financial and administrative reporting.

Community Fund – 1 year, up to 3 years

The purpose of the Community Fund is to build the capacity of the non-profit social services sector to respond to unmet, complex and/or emerging community needs and pressures. This fund will have several funding envelopes:

1. Project Funding
 - a. 1-year project funding
 - b. 3-year project funding (for agencies not receiving funding from the Sustainability stream)
2. Civic Events funding (a one-time fund for community agencies / groups to hold events at the neighbourhood level)

The most significant change under the Community Fund is the 3-year project funding envelope. The medium-term 3-year project funding will allow organizations to build their capacity, establish a track record and demonstrate their ability to respond to emerging needs. After 3 years, agencies could be considered for the Sustainability Fund if the funding envelope allows, community need persists and based on an assessment/application process. For this reason, the 3-year project funding is only available to agencies not in receipt of Sustainability Funding.

The short-term 1-year project funding will build sector service capacity and/or address an emerging need. For Project Funding, there are no changes in the eligibility criteria, allowable expenses and ineligible costs or the reporting and monitoring requirements.

Civic Events Funding is a program transferred to Community Funding from Recreation, Culture and Facility Services, Recreation Funding. This fund will align to the new CFF priorities. No other significant changes are being proposed to the funding policy for this program.

Emerging and Emergency Needs Fund

The purpose of this is Fund is to respond to emerging community needs and emergency or unforeseen organizational and capital needs. This fund will have three funding envelopes:

1. Capital Funding - open to all agencies
2. Emerging Community Need Funding - open to all agencies and aligned with priority neighbourhoods
3. Emergency Funding - only available to agencies receiving funding from Sustainability and Community Funds

One significant change under this Fund is that Capital Funding, historically only available to Community and Health Resource Centres ([ACS2013-COS-CSS-0011](#)), will now be available to any agency that meets the eligibility criteria. All Capital Funding must be matched (at least by 50%) by the agency or another funder.

The new Emerging Community Need Funding is a new funding envelope designed to provide maximum flexibility to address emerging needs in a timely manner. Agencies do not need to be incorporated or be a registered charity but are required to be non-profit and be governed by a Board of Directors or Steering Committee or be sponsored by an agency that is. Funding will be directed to neighborhoods as identified by the Neighbourhood Equity Index. Community Development and Funding staff, including staff from the recently created Integrated Neighbourhoods Service Team, will work alongside agencies and neighborhoods to address the respective need/crisis.

The Emergency Funding envelope works to support agencies and community services to remain sustainable in the face of unforeseen circumstances. The only significant change to the Emergency Funding envelope is that it will be available to agencies receiving funding under either the Sustainable Fund (longer term) or the Community Fund (shorter term). Historically, it has only been available to agencies receiving Renewable Funding.

Corporate Initiatives Funding

Corporate Initiatives and programs are funded under the Sustainability Fund (renewable) and are initiatives that were approved by City Council to be managed by the Community Development and Funding Branch as Term of Council priorities. Funds will now be aligned to the new Community Funding Framework and administered as part of the Sustainability Fund. Funding may be reallocated, as necessary over time, to respond to community needs. The current funding programs / initiatives are:

1. [Community Development Framework](#) (CDF) – a community-based collaborative that works at a neighbourhood and a systems level to support community development and resident led action in priority neighbourhoods. The City currently funds South East Ottawa Community Health Centre to administer the CDF on behalf of the Community Health and Resource Centres Coalition.
2. [Community Garden Allocation Fund](#) – part of the Community Garden Action Plan (ACS2004-CPS-CSF-0016) to assist residents in the development of community gardens. The City currently funds Just Food Ottawa to administer the Community Garden Network (CGN) and the Community Garden Allocation Fund.
3. [Ottawa Youth Engagement Committee](#) (OYEC) – created in 2014 to bring a youth voice to City Hall and engage youth in championing and assisting with the implementation of the Youth Summit Action Plan (ACS2013-COS-CSS-0005). The City currently funds Youth Ottawa to coordinate OYEC.
4. [Snow Go Program](#) – In 2014, Council approved the transfer of funding for the Snow Go and Snow Go Assist programs from Public Works Department to the Renewable Community Funding Program (ACS2014-COS-PWS-0016). The City funds four non-profit agencies to administer these programs.

Implementation and transition to new Community Funding Framework

In 2020, the City will begin the transition to the new CFF. This will consist of:

- An allocation process for the Sustainability Fund to be opened in early March 2020, following Council approval of the CFF Funding Policy Statements.
- Transition planning with agencies whose funding levels will change under the new CFF
- The development of an evaluation and outcome measurement framework, in progress.

Allocation processes for the Community Fund and Emergency and Emerging Needs Fund will be opened in early 2021, following the allocation of the Sustainability Fund.

All current Community Funding contribution agreements will expire on Dec. 31, 2020. The allocation process for the Sustainability Fund (renewable) will be launched in early March 2020. Agencies currently in receipt of Renewable Community Funding will be required to apply (if so desired) under the new Sustainability Fund envelope for funding beginning in 2021. All agencies currently in receipt of Renewable Funding will be eligible to apply under the Sustainability Fund. Funding decisions will be made by the end of June 2020. In July 2020, agencies will receive formal notice of the termination of current contribution agreements for Renewable Community Funding, ending on December 31, 2020.

New contribution agreements for 2021 will be developed with agencies that are successful in receiving funding through the allocations process. Staff will work with agencies that are not successful in their application to develop a transition plan, which may include transition funding. In the 2020 budget, Ottawa City Council approved a one-time \$500K transition fund. This fund will be committed before the end of 2020 and used to support agencies with their transition needs as a result of the allocation process. As part of the City's support for agencies during transition, staff will contact each agency and work together to develop transition plans. These agencies will have an opportunity to apply for funding from the \$500K transition fund for up to 1 year of support.

Staff will update Council in Q3 2020 with funding allocation results for the new CFF. Annual reporting is done through the Delegation of Authority report.

Older Adult Plan Funding

Starting in January 2021, the Community Fund will include an additional \$150K of the CSSD budget previously allocated to the Older Adult Plan (OAP).

On October 24, 2012, City Council approved the first City of Ottawa Older Adult Plan 2012-2014 to address the needs of Ottawa's older residents, while introducing a long-term vision of a community that values, empowers, and supports older persons and their quality of life ([ACS2012-COS-CSS-0011](#)). The OAP included \$500K added to the Community and Social Services (CSSD) budget to fund (internal) municipal initiatives in the plan. The Older Adult Plan has led to many accomplishments related to the City's infrastructure, programs and services, accessibility, communication, and access to supports for low income older adults. In 2019, during the development of the OAP 2020-2022, City departments were still actively engaged in responding to the needs and priorities of older adults.

City Council approved the current Older Adult Plan 2020-2022 on October 23, 2019 ([ACS2019-CSS-GEN-001](#)). It commits to 24 actions and assigns responsibility for each action to a City Department. Many OAP actions can be implemented within existing departmental operating budgets, while others require additional funding for their implementation.

City departments have committed to continue to support OAP actions within their current operational budgets, to the extent possible. With the resulting reduced pressure on the OAP budget, it is recommended to permanently reallocate \$150K of the \$500K CSSD budget previously allocated to the OAP to the new Community Fund starting in 2021. This will build on the success of the OAP by supporting non-profit community agencies with age friendly community-based initiatives that respond to emerging needs and priorities of older adults and isolated residents across the City. This will ensure that the funding will continue to address the needs of older adults in a responsive and strategic way, while at the same time augmenting the capacity of the Community Fund to address emerging and priority needs.

RURAL IMPLICATIONS

Current Community Funding will remain in place for 2020 as part of the transition to the new Community Funding Framework (CFF). Following implementation of new CFF, more equitable distribution of services across all of Ottawa communities is anticipated, including to rural areas, with a focus on the residents facing most barriers to accessing services.

CONSULTATION

CFFR Reference Committee

A Reference Committee of community agency partners, both funded and non-funded by the City, was established in 2018 for the CFFR to:

- Represent the non-profit/voluntary sector, not only their respective agency;
- Review and provide feedback on the CFFR planning process and deliverables;
and
- Share subject matter expertise on community needs and issues.

Membership in the CFFR Reference Committee includes **27** community agencies and **4** funders. The CFFR Reference Committee met in June, September and October 2018, and in January, July, September and December 2019 and will continue meeting through the next phase of the CFFR. Revised CFFR Reference Committee Terms of Reference and membership were adopted in September 2019.

At the December 2019 meeting the Reference Committee reviewed the draft decision-making process and funding policy statements. The feedback received was incorporated in the final versions of both products.

2018 Consultations

In 2018, the City consulted with Community Funding stakeholders to explore the efficacy of the current CFF mandate, the value of the City's renewable approach to funding, the challenges facing the social sector as a whole (including emerging social

needs and existing gaps in programs and services), and considerations for actions to help sustain a healthy social infrastructure serving Ottawa's most vulnerable residents.

Nine focus groups were convened with senior representatives of agencies receiving renewable funding under CFF. Overall, **50** of the 89 funded agencies participated in one of the discussions, including agencies serving Indigenous clients, immigrant and racialized clients, youth, seniors, women, people with disabilities, Francophones, rural residents, members of the LGBTQ+ community, and people living in poverty. An additional **10** interviews were conducted with agency representatives from other funded agencies and both larger and smaller non-funded agencies.

An online survey was made available to both funded and non-funded agencies through an open link. The City of Ottawa circulated an email invitation to the 89 funded agencies, as well as to **105** non-funded organizations that had previously applied for non-renewable funding and/or contacted the City for discussion or information. A total of **120** responses were received, including **71** from funded agencies and **49** from non-funded agencies.

These consultations were augmented by data from two community consultations hosted by the Social Planning Council of Ottawa on behalf of the City of Ottawa in December 2018, to receive input into the CFF review from key stakeholders, both funded and non-funded. A total of **6** agency representatives participated.

2019 Consultations

A Community Agency Meeting was held in June 2019 to provide feedback on the proposed vision, mission, mandate and funding priorities for the CFF. A total of **119** community members representing both funded and non-funded agencies participated. The feedback received was integrated in the CFF vision, mission, mandate, funding priorities and funding streams. The new revised CFF was validated with the CFFR Reference Committee in September 2019 before being presented to Council.

COMMENTS BY THE WARD COUNCILLOR(S)

Not applicable as this is a city-wide report.

ADVISORY COMMITTEE(S) COMMENTS

No Advisory Committees were consulted in the development of this report.

LEGAL IMPLICATIONS

There are no legal impediments to the implementation of the report recommendations.

RISK MANAGEMENT IMPLICATIONS

A risk analysis mitigation plan is in place. A key implication of the Community Funding Framework Review is that some of the agencies currently funded may experience funding losses or changes. Mitigation includes:

- Maintaining a transparent process and open communication with the CFFR Reference Committee, currently funded agencies and all other stakeholders;
- Supporting organizations that will be affected during the transition to the new CFF, including through allocation of \$500K transition funding, and collecting agency sustainability feedback to measure impact; and
- Facilitating partnership development and capacity building initiatives as part of supporting a strong social infrastructure.

ASSET MANAGEMENT IMPLICATIONS

There are no asset management implications associated with this report.

FINANCIAL IMPLICATIONS

There are no financial implications associated with the report recommendations.

ACCESSIBILITY IMPACTS

No implications for 2020. Current funding will remain in place for 2020 as part of the transition plan to the new CFF. Following implementation of new CFF, more equitable distribution of services across all of Ottawa communities is anticipated, including to people with disabilities and seniors, with a focus on the residents facing most barriers.

ENVIRONMENTAL IMPLICATIONS

The are no environmental implications associated with this report.

TECHNOLOGY IMPLICATIONS

There are no technology implications associated with this report.

TERM OF COUNCIL PRIORITIES

This report aligns with the current City of Ottawa Strategic Plan Priority: Thriving Communities.

SUPPORTING DOCUMENTATION

The following supporting documentation immediately follows the report:

Document 1 – Community Funding Framework Policy Statements

DISPOSITION

Staff in Partner and Stakeholder Initiatives, Community and Social Services Department, will action any direction received as part of City Council consideration of this report and will move to implement the Community Funding Framework as outlined in this report.