

Information Report



Service Area	Public Services
Date	Friday, October 6, 2023
Subject	2022 Community Benefit Agreement Update

Executive Summary

Purpose of Report

To provide an update on the contributions the City of Guelph makes through Community Benefit Agreements (CBAs) and their impacts on the community, and report on work done in 2022. The report covers the three types of CBAs the City has: Large CBAs, Regular CBAs, and Temporary CBAs (one-time funding often provided through a Council resolution).

Key Findings

Community Benefit Agreements are an important part of the [Community Investment Strategy](#) to bring a high level of transparency and accountability to a range of collaborations that the City enters into with community organizations.

Typically, CBAs emerge from ongoing partnerships with the City. The City has entered into a variety of multi-year agreements with community organizations over several years, for work that is beneficial to the goals of the corporation and the community. CBAs allow the City to standardize these agreements and ensure there is ongoing accountability through a staff review of annual workplans, reports, and budgets, and through a cross-departmental staff review of agreements being considered for in-take or renewal.

CBAs have proven to be a cost-effective way of working with community benefit organizations in ways that foster innovation and leverage other funds and resources – allowing for City funds to have a greater impact. They also strengthen collaborations and partnerships already well positioned in the community while supporting a range of City goals and departmental strategies.

Based on some of the indicators provided for work done in 2022, it was found that CBAs overall directly impacted a minimum of:

- 162,944 residents cumulatively
- \$2,915,751 in additional resources leveraged for the community from other funders as a result of the City's contribution
- 30,531 volunteer hours equivalent to an estimated \$824,337, based on Conference Board of Canada's conservative estimate of the value of volunteering (2018)

Strategic Plan Alignment

Community Benefit Agreements that the City supports reach across various different departments and therefore support a range of different strategic priorities. Overall, CBAs most closely align with 13.1: “Convene the community to advance the goals of the community plan”. The work of CBA recipients touches on many aspects of the Community Plan.

In addition to this overarching strategic priority, CBAs also support the following strategic priorities:

- 5.3: Remove barriers by integrating Guelph’s Equity Lens into everything we do
- 7.3: Attract more people to our parks and programs by making them easier to access and enjoy
- 12.2: Foster a thriving, competitive and safe downtown through collaboration with our community partners
- 13.3: Partner to address systemic gaps and opportunities related to homelessness, mental health and substance use in our community

Financial Implications

In 2022 the City invested \$2,289,944 in eleven regular and four large community benefit agreements, along with \$261,000 for three temporary agreements for a total investment of \$2,550,944.

Funding to support the regular and large agreements is funded from the base operating budget and the temporary agreements were funded from the Tax Operating Contingency Reserve.

Report

Details

Community Investment Strategy

The City’s contribution to improve the quality of life of Guelph residents is embedded in the Community Investment Strategy. Updated in September 2019, the Community Investment Strategy (CIS) provides a transparent and responsive decision-making framework to guide the full range of mutually beneficial relationships between the City and Guelph’s community benefit sector in pursuit of community and City goals, and responsible stewardship.

The revised CIS responds to the needs of Guelph’s residents, the community benefit sector, and the City. It recognizes that the community benefit sector is a valuable economic sector in Guelph. It also recognizes that the City alone cannot achieve our goals and relies on a strong community benefit sector to work towards the City’s goals and strategies together. The revised CIS aligns this work with the corporate goals of the City’s Community Plan and Strategic Plan.

Overview of Community Benefit Agreements

Community Benefit Agreements (CBAs) are an important part of the CIS to clarify the range of collaborations that the City enters into with community organizations.

CBAs provide a consistent, transparent, and accountable framework for the City to invest in this significant work. By developing mutually beneficial relationships with eligible organizations, CBAs help achieve the broader goals and objectives of the City's plans and strategies.

CBAs are entered into based on changing needs of the community and to leverage new opportunities as they emerge. The decision-making for which CBAs to support rests with the Deputy Chief Administrative Officer (DCAO) of Public Services in order to maintain flexibility and staff connection to the work of the CBAs. Under the CIS, Council can direct staff to explore potential CBAs but only determines the total budget envelope for CBAs overall.

Typically, CBAs emerge from ongoing partnerships with the City. The City has entered into a variety of multi-year agreements with community organizations, over several years, for work that is beneficial to the community. CBAs allow the City to standardize these agreements and ensure there is ongoing accountability through a staff review of annual workplans, reports, and budgets, and through a cross-departmental staff review of agreements being considered for in-take or renewal.

At the core, CBAs are supporting organizations to conduct important work in the community with support from the City, or on behalf of the City. It is often more effective and efficient than if the work were done internally at the City. In this way, the CBAs ensure a more effective use of municipal investment to foster innovation, leverage resources, and strengthen collaborations already well positioned in the community.

Large CBAs are agreements with a total investment from the City of over \$200,000 annually and regular CBAs with a total investment under that amount. Temporary CBAs are similar to the other CBAs in every way, except they are supported on a more temporary basis through one-time, or single year, funding. Temporary CBAs are not included in the City's base budget and are often funded out of reserves as directed by Council.

Community Impact of CBAs

Overall, every CBA is different and developed to find a balance between the needs of the City and the community. Every CBA looks to where an investment can have the greatest impact on the lives of Guelph residents.

CBAs range from supporting service and system coordination, to on-the-ground supports for neighbourhood residents, youth, and families, to arts organizations creating community vitality, to commemorating Guelph's civic history. Regardless of the specific work under a CBA, it is clear that CBAs support a range of City goals, across a number of different departments, and impact a significant number of residents and volunteers.

Based on the diversity of work conducted, each CBA reports on different indicators that help demonstrate the value of their unique contributions to the community. Based on work being done to develop specific measures related to the City of Guelph's Community Plan, efforts will be made in 2024 to align indicators from CBA recipients to Community Plan indicators to better show ongoing progress and alignment towards City goals and objectives.

Based on a high-level summary of the indicators provided in 2022, it was found that CBAs overall directly impacted a minimum of:

- 162,944 residents cumulatively
- \$2,915,751 in resources leveraged for the community from other funders as a result of the City's contribution
- 30,531 volunteer hours equivalent to an estimated \$824,337, based on Conference Board of Canada's conservative estimate of the value of volunteering (2018)

List of Community Benefit Agreements

The CBAs the City has can be divided into three categories: Regular CBAs (under \$200,000 in value), Large CBAs (over \$200,000 in value), and Temporary CBAs (one-time funding often provided through a Council motion).

The following is a list of Regular CBAs supported in 2022:

- Canadian Mental Health Association – Waterloo Wellington (Seniors at Risk)
- Children's Foundation of Guelph Wellington (Free to Grow)
- Guelph Arts Council
- Guelph Community Health Centre (Toward Common Ground)
- Guelph Community Health Centre (Welcoming Streets Initiative)
- Guelph Community Health Centre (Wellington Guelph Drug Strategy)
- Guelph Wellington Seniors Association
- Kindle Communities Inc. (Shelldale Centre)
- The PIN People and Information Network (Volunteer Screening Program)
- Rotary Club of Guelph (Canada Day Celebration)
- Royal Canadian Legion of Guelph (Remembrance Day Commemoration)
- Wellington Dufferin Guelph Public Health (Poverty Task Force)

The following is a list of Large CBAs supported in 2022:

- Art Gallery of Guelph
- Guelph Humane Society
- Guelph Neighbourhood Support Coalition
- Wyndham House

The following is a list of Temporary CBAs supported in 2022:

- Guelph Community Health Centre (Welcoming Streets Initiative)
- Guelph Police Services (Volunteer Police Records Checks)

CBA Accountability and Transparency

As most CBAs emerge from existing partnerships with the City, having a close staff connection to the work of the CBA recipient is important to both maintain the mutually beneficial relationship, and to be aware of any significant changes to the workplan. Each CBA has a staff liaison assigned to the recipient to maintain the connection to the work. This staff-recipient relationship can vary, but includes staff sitting ex-officio on boards of directors, as part of working committees, and/or being a consistent and regular point of contact between the City and the recipient.

All CBAs are expected to provide both a workplan and report to the City annually in the first quarter of a year. Both documents are shared with the staff liaison and the

Manager of Community Investment for review. The workplan describes the main activities of the organization and expected timelines and outcomes for the coming year. The report outlines success in achieving the previous year's main activities or objectives, how well it progressed, Key Performance Indicators or metrics, the budget and financials, and challenges the organization experienced.

Reports are reviewed by City staff and any issues, gaps, or questions are discussed between the staff liaison and the recipient. Should any issues be in contradiction to the CBA and unresolvable, staff are able to discuss moving the recipient into default of the agreement.

Early in 2022, Council requested more information be shared through annual reporting about funded organizations that receive more than \$200,000 in City investment. The following [resolution](#) was passed on March 28, 2022:

That staff be directed to establish more enhanced reporting for all Community Benefit Agreements in the amount of \$200,000 or more, and that staff include this information in the annual report to Council. This should include clear objectives and metrics.

This report and its attachments represent a summary of all agreements, separate reports, and discussions reviewed by staff for work completed in 2021. Reporting on funding investments under \$200,000 is found in Attachment-1: Regular CBA Summary Report 2022 and those investments over \$200,000 are found in Attachment-2: Large CBA Summary Report 2022.

CBA Renewal Process For 2022 and 2023

In addition to annual reporting, when a CBA is up for expiry, the recipient is invited to submit a renewal form that asks the recipient to justify the renewal of the agreement and need for continued funds. Renewal forms ask organizations to explain their initiative's impact on residents, the impact on the City, how needs have changed since their last agreement, future community need, partnership connections, and if other funds were leveraged. These renewal forms are reviewed annually by a staff review table made up of staff across different departments. Staff determine which should be considered for renewal based on the CBA criteria, and make a recommendation to the Deputy CAO of Public Services who makes the final approval.

This renewal process was recently developed in 2021 to bring further accountability to the renewal of CBAs and ensure that multiple perspectives and all departments with staff liaisons are included in the discussion.

In 2022, renewals were reviewed and approved for Children's Foundation of Guelph Wellington (Free to Grow subsidy), Guelph Arts Council, Guelph Community Health Centre (Toward Common Ground and Wellington Guelph Drug Strategy). The Stonehenge Therapeutic Addiction Court Support program did not seek continued support for 2023 citing new and potential funding from Provincial sources. In the 2023 budget process, Council approved funding the Guelph Community Health Centre (Welcoming Streets Initiative) for three years.

Financial Implications

In 2022 the City invested \$2,289,944 in eleven regular and four large community benefit agreements, along with \$261,000 for three temporary agreements for a total investment of \$2,550,944.

Funding to support the regular and large agreements is funded from the base operating budget and the temporary agreements were funded from the Tax Operating Contingency Reserve.

Annually, the City applies a two percent increase to multi-year CBAs to support some cost of living increases, increases in need due to population growth, and operations that change slightly year over year. The annual increases are included in each year's budget for Council confirmation.

Consultations

Community Benefit Agreement Recipients

Attachments

Attachment-1: Regular CBA Summary Report 2022

Attachment-2: Large CBA Summary Report 2022

Attachment-3: Temporary CBA Summary Report 2022

Departmental Approval

None

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