

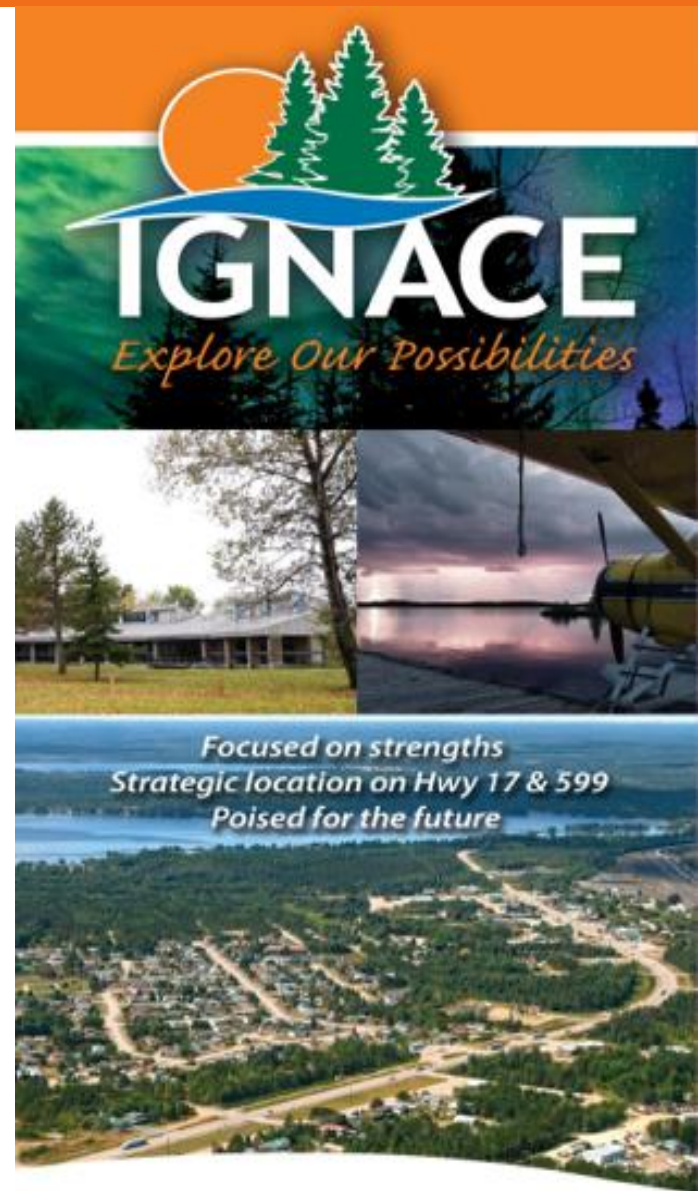
Strategies on Leveraging Municipal Grant Funding

MFOA Conference
September 19, 2019

Presented by:

Sackeria Jackson Hinds, Treasurer

Leisel Edwards, Project Coordinator



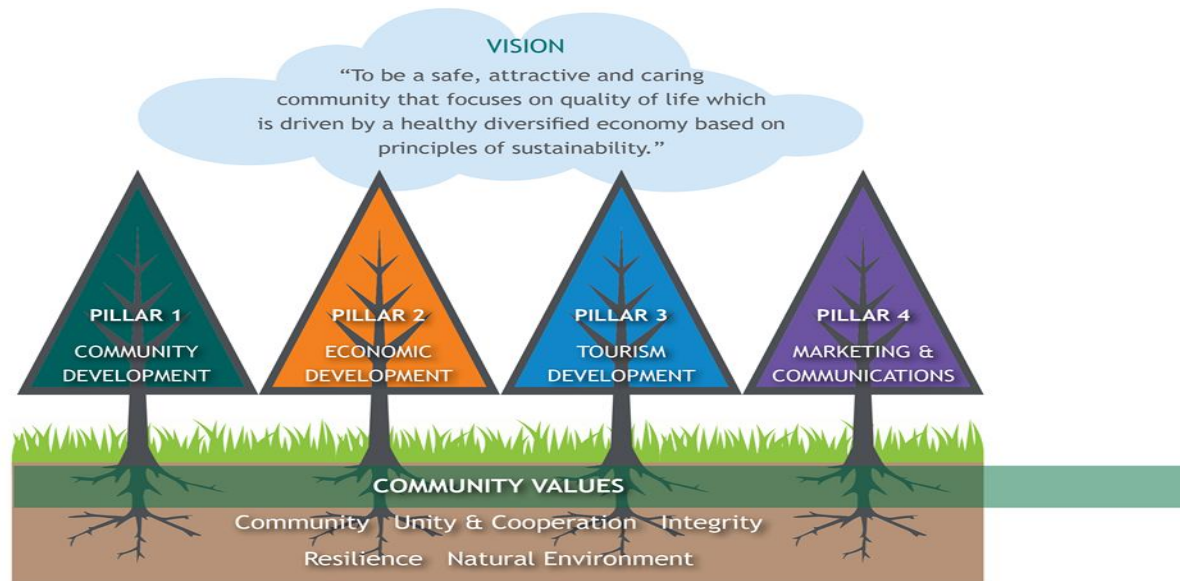
IGNACE.ca

Ignace at a Glance



Vision Statement

To be a safe, attractive and caring community that focuses on quality of life which is driven by a healthy diversified economy based on principles of sustainability.

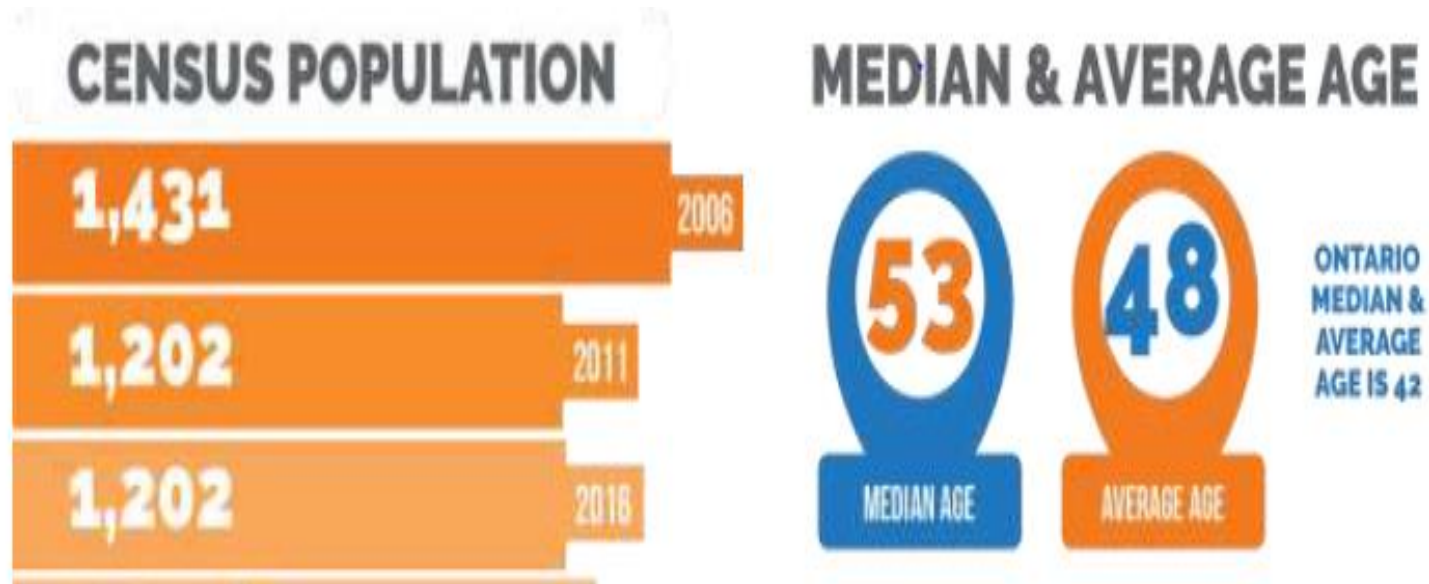


Mission

To deliver sustainable municipal services and foster stable economic and population growth through effective leadership.



Demographics



Labour Force

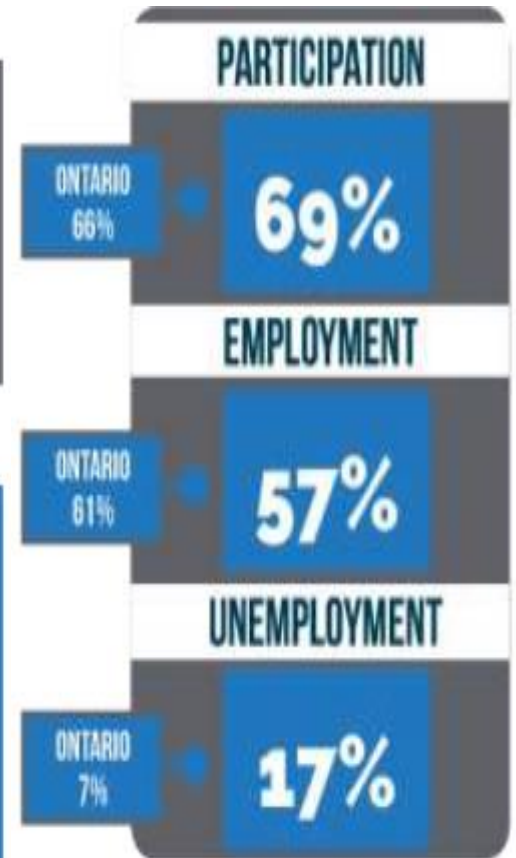
Top 5 Sectors by Industry*



Top 5 Sectors by Occupation*



* by labour force employment



Strengths

- ❖ A comprehensive strategic plan with a local and regional focus
- ❖ A knowledgeable, unified and skilled municipal team



Strengths

❖ A Council that is supportive and pro-development



Strengths

- ❖ Quality of life
(people, nature,
affordability, safety)
- ❖ An abundance of
correctly zoned
properties, ready for
development



Challenges

- ❖ Small tax base (shrinking demographics)
- ❖ Aging infrastructure



Challenges

❖ Negative housing stock (higher demand than supply)



Challenges

- ❖ High risk of losing essential services (e.g. schools and health care facilities)



Challenges

❖ An aging community that is resistant to change



Ignace Grant & Transfers vs Taxation Revenue



Grant Funding- Pros

- ❖ Allows strategic partners the opportunity to be involved
- ❖ Reduces the burden/ dependence on taxpayers to fund municipal projects
- ❖ Projects can be started without approval and rolled back to application date

Grant Funding- Pros

- ❖ Improves project outcomes (scope, scale and timelines)
- ❖ Approval demonstrates government's support and buy-in to strategic direction
- ❖ No repayment commitment

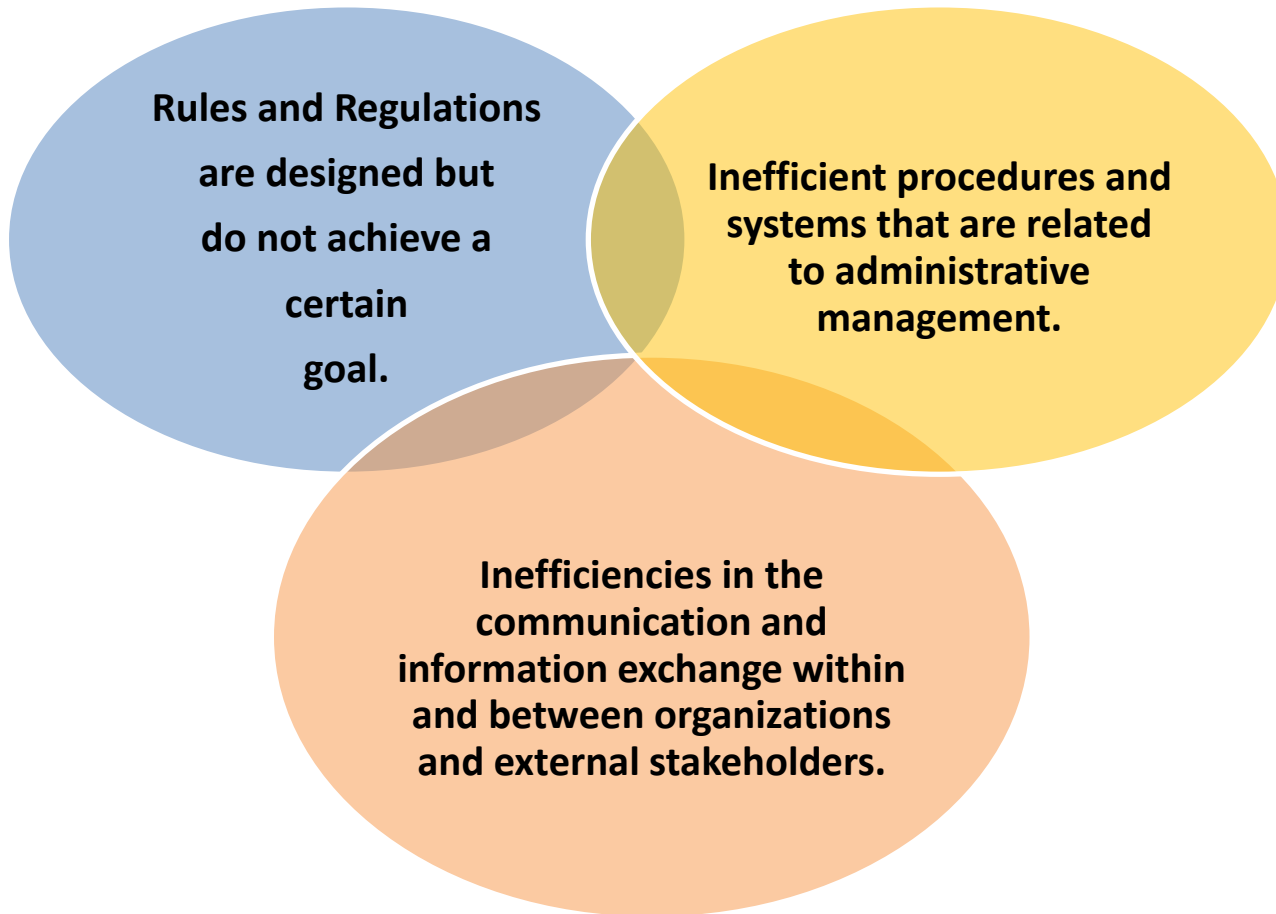
Grant Funding-Cons

- ❖ Time consuming
- ❖ Uncertainty and of approval
- ❖ Significant delays in projects
- ❖ Uncertainty of future funding opportunities
- ❖ Cost of initial assessments

Strategies on Leveraging Municipal Grant Funding

- ❖ Identify and reduce internal red tape
- ❖ Develop a plan/strategy
- ❖ Understand funding programs
- ❖ Lobbying and networking
- ❖ Application preparation and submission
- ❖ Reporting and claim submission

Identify and Reduce Internal Red Tape



Develop a Plan

- ❖ Plans should be aligned with government's (Provincial and Federal) focus along with funding agencies' criteria

Develop a Plan

- ❖ Plans should provide a roadmap for sustainable growth and prosperity



Develop a Plan

- ❖ Plans should be a long term and an ongoing investment to ensure the viability and sustainability of the community



Understand Funding Programs

- ❖ Projects should demonstrate efficiency maximization, innovation and sustainability rather than service expansion
- ❖ Align project deliverables with provincial and federal growth plans and areas of focus.

Understand Funding Programs

- ❖ The implication of funding approval on a cost incur basis
- ❖ Limitations of funding application stacking contribution (Federal and Provincial)
 - ❖ Cannot exceed stated percentage from same funders under federal or provincial sources.

Understand Funding Programs

- ❖ Phased approval process
- ❖ Implication of project commencement before funding approval/confirmation
 - ❖ Assess the risks
 - ❖ Assess impact on cash flow

Lobbying and Networking

- ❖ Engage provincial and federal ministers or government representatives before application submission



Lobbying and Networking

- ❖ Engage provincial and federal ministers or government representatives after application submission



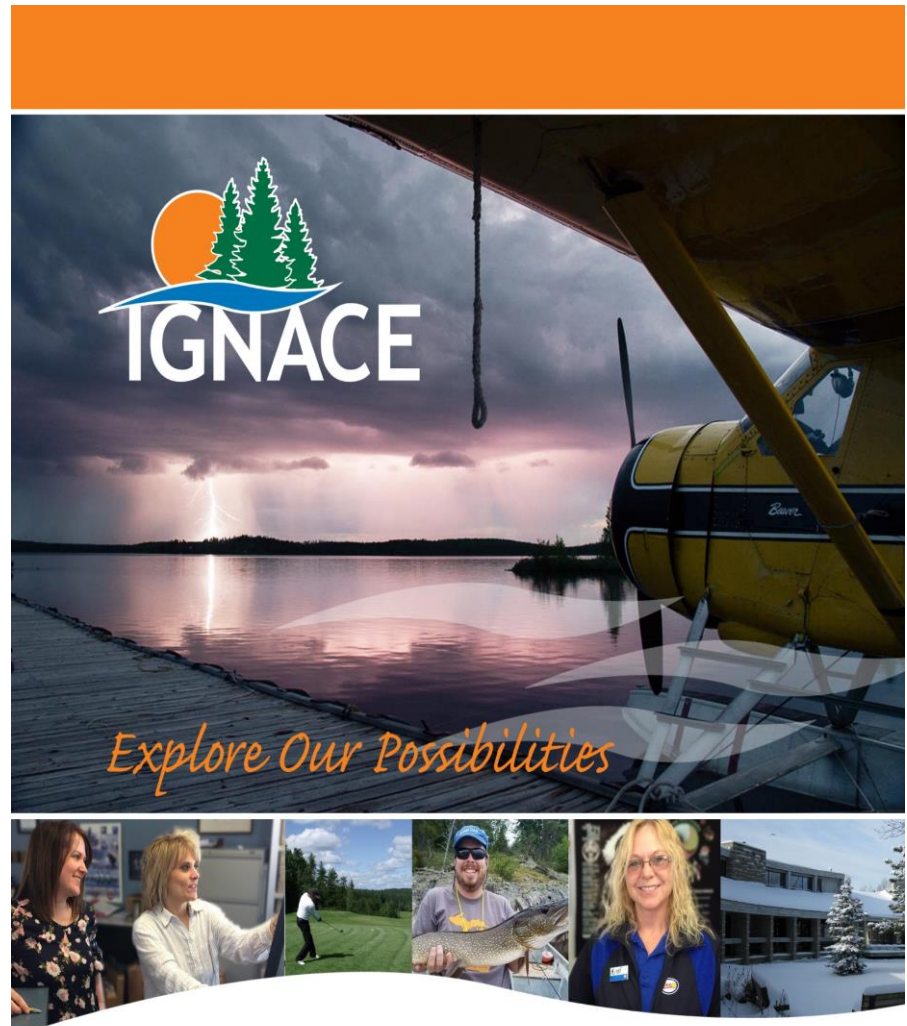
Lobbying and Networking

- ❖ Follow up with letter of appreciation when application has been reviewed



Application Preparation and Submission

- ❖ Ensure project being funded is supported by a strategic plan
- ❖ Determine your capacity to incur the cost of the project



Application Preparation and Submission

- ❖ Demonstrate how the project will benefit the local community and wider region, inclusive of Aboriginal communities
- ❖ Be aware of application deadlines and be proactive
- ❖ Do not wait for the last minute to apply

Application Preparation and Submission

❖ Design project scope to maximize eligible cost items

- ❖ Administrative Costs
- ❖ Construction (Soft Costs)
- ❖ Consulting Fees
- ❖ Marketing/Promotion
- ❖ Professional Development
- ❖ Research and Development
- ❖ Salaries and Benefits

Application Preparation and Submission

- ❖ Recognize credibility in hiring a consultant
- ❖ Ensure financial statements are up to date



Application Preparation and Submission

- ❖ Ensure a fair and transparent Request for Proposal (RFP) process and use submitted proposals to justify costs
- ❖ Ensure project receives Council's approval through a resolution

Reporting and Claim Submission

- ❖ Gather all information required for reporting
- ❖ Ensure invoices are clearly itemized

200 Lane Street Box 1268
Inverville Ontario P01 1J0
T. 222 333 4444 T.F. 555 666 7777
emailaddress@emailaddress.com
www.consultant.com

INVOICE
Invoice No.: 12-3456
Reference No.: 9876-5432

January xx, 2019

Marshalina Reader, CAO
The Corporation of the Township of Ignace
34 Highway 17 West, P.O. Box 249
Ignace, ON, P0T 1T0

Dear CAO:

Re: Progress Invoice #1 for Community Strategic Plan Project

As Per Proposal		
- Progress Amount	\$	XX,XXX.00
	13 % HST	X,XXX.00
Total Amount Owning	\$	XX,XXX.00

Note: This is a progress invoice. Further invoices will be issued as the project proceeds as per approved schedule.

Thank you for this opportunity to provide our services!

Terms: payable upon receipt. 2% interest charged on accounts over 30 days.

HST Registration Number: R12345678910

Reporting and Claim Submission

- ❖ Ensure project is completed by the end date stipulated in the funding agreement



Reporting and Claim Submission

❖ Submit claim and final report

Claim Number: 1

REQUEST FOR FUNDS FORM

Project Number: 8210263

Claim Number: _____ 1

Project Number: _____ 8210263

1 Project Progress

Project milestones	% Complete	Comments
Secure consultant through RFP Process	67%	Proposals received in September 2018 for Community Strategy: Tourism Strategy and Economic Development Strategy. A group consisting of community members & staff reviewed proposals and made recommendation to Council. Council approved agreement with TD Graham and Associates on January 14, 2019. Another RFP will be issued for the Community Capacity Study
Initiate Project	67%	Initiated in January 2019: Community Strategy including Tourism Strategy and Economic Development Strategy
Background Research	67%	January to March 2019: review of documentation, corporate plans, analysis of regional and local economy.
Public Consultation	67%	February to May 2019: engaging Ignace's shareholders, meeting with working groups, individual interviews, surveys
Review and analyze	67%	May to June 2019: Analysis of input
Preparation of first draft	67%	June to August 2019: Draft Community Strategy including Tourism Strategy and Economic Development Strategy prepared. Reviewed by community working groups and management.
Final Report	67%	August 12, 2019: Community Strategy: Tourism Strategy and Economic Development Strategy approved by Council. Implementation Plan to follow.
Total	67%	

Reporting and Claim Submission

- ❖ Complete and submit change request form, if needed.

SCHEDULE "F"
CHANGE REQUEST FORM

Please complete all appropriate sections (to be completed by Recipient)

1. **Amendment to NOHFC Claim Schedule**
(For a requested amendment of \$100,000.00 or more in any Quarter)

Indicate previous NOHFC Claim Schedule and the requested amended NOHFC Claim Schedule. Insert additional years, if required and provide the reasons for the requested amendment in the box below.

Funding Year 1 (ending Mar 31/2019)					
	<i>Apr 1- Jun 30</i>	<i>Jul 1- Sep 30</i>	<i>Oct 1- Dec 31</i>	<i>Jan 1- Mar 31</i>	Total
Previous			\$31,500	\$31,500	\$63,000
New			\$31,500	\$31,500	\$63,000

Funding Year 2 (ending Mar 31/2020)					
	<i>Apr 1- Jun 30</i>	<i>Jul 1- Sep 30</i>	<i>Oct 1- Dec 31</i>	<i>Jan 1- Mar 31</i>	Total
Previous	\$31,500				\$31,500
New				\$31,500	\$31,500

Reasons for requested amendment to NOHFC Claim Schedule:

Resources

❖ Ontario Grants by Sector

❖ <https://www.grants.gov.on.ca/GrantsPortal/en/OntarioGrants/GrantOpportunities/GrantsbySector/index.htm>

❖ Government of Canada - Grants and Funding

❖ <https://www.canada.ca/en/government/grants-funding.html>

Resources

❖ Canadian Public Tenders

❖ <https://www.merx.com>

❖ Community Futures Program

❖ https://fednor.gc.ca/eic/site/fednor-fednor.nsf/eng/h_fn01468.html

❖ FedNor

❖ <https://fednor.gc.ca/eic/site/fednor-fednor.nsf/eng/fn03993.html>

Resources

- ❖ Northern Ontario Heritage Fund Corporation (NOHFC)
 - ❖ <https://nohfc.ca/>
- ❖ Ontario Trillium Foundation
 - ❖ <https://otf.ca/?redirected=1>
- ❖ Rural Economic Development Program (RED)
 - ❖ <https://www.ontario.ca/page/rural-economic-development-program>

Key Takeaway

It's important to have a plan as well as a unified focus and vision that is aligned with provincial and federal objectives.