



DEVELOPMENT AND INFRASTRUCTURE SERVICES – COMMISSIONER  
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July 28, 2017

**DEVELOPMENT AND INFRASTRUCTURE SERVICES COMMISSIONER  
INFORMATION REPORT 2017-27**

TO: Mayor Van Bynen and Members of Council  
SUBJECT: Government Grant Funding  
ORIGIN: Strategic Leadership Team

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**In accordance with the Town's Procedural Bylaw, any Member of Council may make a request to the Town Clerk that this Information Report be placed on an upcoming Committee of the Whole agenda for discussion.**

**COMMENTS**

The purpose of this report is to advise Council that we intend to retain an additional contract staff resource to ensure continued success with the execution of existing and future grant funding applications, starting with a one year period.

Newmarket's experience and efforts with applying for grant funding for capital projects has been ad-hoc up until the 2016 Federal and Provincial funding announcements. As a result of these experiences, and the volume of opportunities offered in 2016 by the Federal and Provincial governments, a "short-term" solution for focused staff efforts to prepare and apply for the funding applications was addressed by reassigning staff resources with oversight from the Strategic Initiatives Office to build internal capacity. The success of these efforts resulted in \$4,372,412 in grant funding to be received. Information Report #2017-03 dated April 28, 2017 provided a description of the recent grant applications and successful awards (totaling \$1,828,662). Since that time, an additional \$2,543,750 was awarded to the Town from the Clean Water Wastewater Fund for 9 projects related to improving the Town's water distribution system.

The "short-term" solution has now evolved into a longer-term, ongoing need for continued oversight of the execution of the approved grants. In response to ongoing grant support needs and Phase 2 Federal Funding announcements anticipated in Spring 2018, a more stable solution is required in order to respond to currently awarded grant volumes, as well as returning to and continuing to maintain internal levels of service in affected areas supporting grant funding applications.

**Background**

In anticipation of the "shovel ready" funding announcements by the Federal and Provincial governments in the Spring 2016, the Strategic Leadership Team re-aligned internal staff resources in the Strategic Initiatives Office to support the successful submission and execution of grant applications made. This deliberate action was at the expense of internal levels of service.

Having a full-time resource will support the realignment of existing staff resources to better serve strategic, corporate initiatives. In addition, Council may recall that to support the funding application submissions, staff retained the consulting services of G52, a grant consulting firm, for their expertise to peer review a number of grant applications in order to meet submission deadlines. Following the submissions, staff sought further support from the firm to assist with the goal of formalizing our internal process with the view toward improving future grant success.

The following expected outcomes were identified for the services retained:

- 1) Develop a clear grant decision making process (yet agile and intuitive enough to respond to grantor announcements and processes and modify priorities), streamline the process, align internal resources, and organize Newmarket's needs to match provincial and federal government funding priorities of the funding programs;
- 2) Create a centralized administrative structure for the coordination of funding opportunities and identification of funding gaps;
- 3) Develop a checklist of milestones to assist staff with ensuring all steps toward the success of all applications are achieved; and
- 5) Establish a process that is measurable and adaptable to changing funding programs, municipal priorities and market conditions.

In the development of a "made in Newmarket" approach, the consultant researched best practices of other larger and similar sized municipalities and industry leaders, and held consultations with members of the Strategic and Operational Leadership Teams. In addition, senior staff attended two workshops hosted by the consultants resulting in the following objectives for an approach going forward:

- improve process predictability
- increase staff understanding of the impact on the Operating and Capital budgets
- include the ability to remove a grant and apply for a different grant, while understanding the impact of that decision
- continue to engage Council early on and more often
- communicate more effectively with the public, granting agencies, stakeholders and the media
- understand federal and provincial priorities and emphasis on greener, more sustainable growth

### **Recommendations**

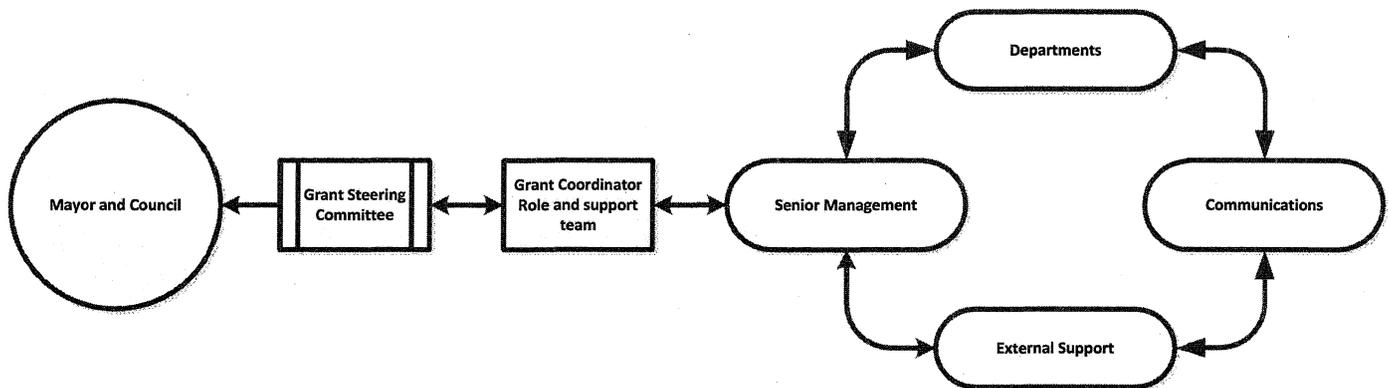
Understanding that a more formalized best practice approach will assist senior management to deliver on Council's Strategic Priorities and better align internal resources so that Newmarket is well positioned for grant application success, the consultant developed the following list of recommendations with input from senior staff,:

- 1) Create a formal Grant Steering Committee as a central point for all grant applications
- 2) Solidify an internal grants/funding coordination role within the current municipal

- structure, led by the coordinator and/or coordinating team
- 3) Create a more formal advocacy program for major initiatives
  - 4) Engage Council early on to align with the strategic planning process and the creation of the 2014-2018 Council Strategic Priorities and current provincial and federal mandates
  - 5) Engage Corporate Communications early on in the process and ensure a Communications staff member serves on both the Grant Steering Committee and grant coordinating body
  - 6) Involve the public more regularly
  - 7) Collaborate with other municipal governments, agencies and boards on funding requests
  - 8) Develop relationships with granting agencies
  - 9) Determine through research other funding sources and develop relationships with them
  - 10) Employ the checklist to understand if a project aligns with a particular grant program, is of sufficient maturity and timely
  - 11) Grants and their status should be included as a standing item on the Strategic Leadership Team's regular meeting agenda.

The need for a more formal process is also important during a time when grant applications and processing is becoming more complex and outcome success is expected to become even more competitive for increasingly limited dollars available.

In order to implement the above recommendations and achieve success, the following chart illustrates the strategic alignment and process flow:



### Process Roles

#### Council:

- Creates and ratifies Strategic Plan with Strategic Leadership Team
- Receives and approves Council and Information Reports
- Communicates opportunities and success with Public, approves polling
- Advocates for project champions with Regional, Provincial and Federal representatives

#### Grant Steering Committee:

- Comprised of Strategic Leadership Team
- Receives input from Commission's department heads
- Provides direct input to Council and Grants Committee
- Works directly with Grant Coordinator Role & Support Team
- Utilizes G52 Grant Portal
- Utilizes Checklists to establish priorities

#### Departments:

- Identify priorities
- Report to Commissioner
- Respond to input from Grant Coordinating Team and Grant Steering Committee

#### Grant Coordinating Team:

- Provides direct input to Council/Grants Committee/Commissioners/Departments
- Coordinates Process
- Authorizes and engages internal and external communications
- Applies checklists
- Develops and applies for grants
- Provides oversight and follow-up on grant process

### **STRATEGIC AND BUSINESS PLAN LINKAGES**

This report supports and aligns with:

- the Town's Strategic Plan vision of "Being Well beyond the ordinary" in all five strategic directions;
- the Town's Asset Management, Community Energy, Official and Secondary Plans and Recreation Playbook;
- Council's 2014-2018 Strategic Priorities; and
- the Strategic Leadership Team's 2018 Budget theme "Sustainability"

### **CONSULTATION**

This Report has been prepared in consultation with the Strategic Leadership Team and members of the Operational Leadership Team as appropriate.

### **HUMAN RESOURCE CONSIDERATIONS**

Additional staff resources are required to continue to achieve success with grant application research, increasing complexity of application preparation and oversight, processing, coordinating

with Financial Services to ensure funding amounts have been received and deposited, and ensuring all aspects of funding agreements have been addressed. Our recent successes in 2016/17 have been directly related to reallocating staff resources and organizational support to provide focus on available Federal and Provincial funding announcements. However, this has led to the need for reprioritizing staff efforts with less focus on delivering on elements of Council's Strategic Priorities and operational excellence in order to meet Federal and Provincial government timelines. Additional resources are required short term to continue to achieve organizational success and financial sustainability and to prepare for upcoming announcements of new federal funding streams becoming available in 2018.

## **BUDGET IMPACT**

### **Operating Budget and Capital Budgets (Current and Future)**

There would be no immediate impact on the current operating budget in securing contractual staff resource assistance. The funding would come from an appropriate reserve account.

## **CONTACT**

For more information on this report, contact Peter Noehammer, Commissioner, Development and Infrastructure Services at [pnoehammer@newmarket.ca](mailto:pnoehammer@newmarket.ca) or at 905-953-5300 Ext. 2201.



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Operational Leadership Team

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