

## **ADMINISTRATIVE GRANT REVIEW COMMITTEE TERMS OF REFERENCE FOR THE CITY OF CALGARY CIVIC PARTNER OPERATING GRANT PROGRAM**

### **1. Background**

Each year, The City of Calgary (The City) partners with hundreds of external organizations to provide effective programs and services in targeted areas, develop and advance strategies, and construct, manage and operate City-owned assets. Of this large number of partners, The City makes its most significant investment of operating grant funding in Civic Partners, a category of partner defined in the *Investing in Partnerships Policy* (CP2017-01) (the Policy) based on the level of investment. The City's relationship with Civic Partners supports the delivery of key programs and services for Calgarians and Calgary.

In 2023 November Council approved the Terms of Reference for a new Civic Partner Operating Grant Program (CD2023-0752). The Civic Partner Operating Grant Program (the Program) provides a structured, transparent and consistent approach to developing multi-year operating funding recommendations for Council approval for The City's Civic Partners. 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 direct service delivery. 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.

### **2. Mandate**

Under the Council approved Terms of Reference, an Administrative Grant Review Committee (the Committee) is responsible for leading the application review process and developing funding recommendations for Council approval. This 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 direct service delivery. 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.

### **3. Authority**

The Committee has authority to undertake this mandate through the Council approved Civic Partner Operating Grant Program Terms of Reference.

## 4. Role and Responsibilities

### Committee Role

Committee members will leverage their knowledge and expertise to apply established evaluation criteria to develop operating funding recommendations for Civic Partner operating funding. These Committee funding recommendations will be for Council consideration and approval and in alignment with the Civic Partner Operating Grant Terms of Reference approved by Council (CD2023-0752) and Civic Partner Operating Grant Guidelines.

Members of the Committee will:

- a) **Conduct a comprehensive review** – Review all applications submitted by Civic Partners and supporting information from Administration. Follow the established process to request additional information or ask questions where required and include any additional materials in the final review package.
- b) **Gather insight on City strategic alignment** – Through the Partnerships business unit, seek support where required from subject matter experts within The City to provide additional information on topics such as:
  - the status of any projects identified in an application that are delivered in partnership with The City, or rely on related City services or initiatives for successful delivery,
  - alignment with related City policies, plans, projects, strategic initiatives, or cross-corporate initiatives which could (positively or negatively) impact Civic Partners' planned activities or operations,
  - alignment between funding requests and Council priority areas, risk mitigation and opportunities, and City goals or objectives, including those in related lines of service, or
  - role of a Civic Partner in enhancing or extending City services, or providing services not otherwise provided by The City.
- c) **Apply review criteria** – Apply consistent review criteria established for the Operating Grant Program, including criteria that may be tailored to a particular stream of applications established for the Operating Grant Program. The review criteria are based on external consultant recommendations, best practices research and internal and external engagement.
- d) **Support two-way communication** – Provide consistent and equal opportunities for two-way communication with Civic Partners to support understanding and clarity of funding requests. This may include site meetings or visits, presentations, or written responses to questions that are shared with the full Committee. Any information shared with the Committee will be included in the full review materials. Administrative Relationship Contacts for a Civic Partner will be the main point of contact for outreach to a Civic Partner.

- e) **Come to consensus on funding recommendations** – Work as a Committee to come to consensus on funding recommendations for Civic Partners in alignment with the Program purpose and outcomes for Administrative leadership followed by Council consideration and approval. As part of this process, a rating scale and other tools will be used to review applications consistently, and The City of Calgary’s Consensus Decision-Making Model will be used in any cases where consensus can’t be reached.
- f) **Subject matter experts on recommendations** – If required, be available to provide clarification on funding recommendations during reviews by Administrative leadership and, if requested by the General Manager of Community Services, for Council during budget deliberations.

## 5. Out of Scope

Capital Funding Requests and funding requests submitted under other City grant programs are out of scope for the Committee and are managed through separate City processes.

## 6. Composition and Term

The Committee is not subject to *Governance and Appointments of Boards, Commissions and Committees Policy* (CP2016-03) but these Terms of Reference do embed leading practices from that Policy. The Committee is an Administrative Committee and membership only includes members of City Administration.

The Committee consists of a minimum of six members and a maximum of eight voting and non-voting members appointed for terms of up to two-years. No member can serve more than three terms, unless approved by the General Manager of Community Services.

Voting members will be drawn from the lines of service that include Civic Partners, where Civic Partners contribute to the continuum of service delivery, for example, are included on that line of service page. To be a member, their JEQ (i.e. job equivalent questionnaire) or job profile must align.

Non-voting members will include Finance who will have non-voting representatives on the Committee as key subject matter experts. Non-voting members will also include members of the Partnerships business unit who will provide administrative support to the Committee.

Subject matter experts will be involved as non-members in the review of applications.

The appointment of Committee members will terminate immediately upon leaving the employment of The City, and reviewed if they change positions within The City.

## **7. Recruitment**

Using a skills and experience matrix, the Partnerships business unit will lead the coordination of recruitment and selection of members of City of Calgary Administration to sit on the Committee. Directors will put forward names for potential Committee members to ensure they have the capacity and support for this role. Leaders of Committee members selected will be required to ensure that the Committee member has the time and capacity to participate in the Committee process.

Members will be approved by the General Manager of Community Services.

The recruitment process will seek a diverse pool of candidates with the following skills and experience:

- experience and understanding of The City's relationship with Civic Partners,
- understanding and knowledge of the Investing in Partnerships Policy (CP2017-01) and any other City policies that relate to Civic Partners,
- experience in grant making within The City,
- understanding of one or more of the lines of service that Civic Partners support,
- understanding and knowledge of Council Priorities and The City's plans and policies and how these relate and affect Civic Partners,
- ability to attend all Committee meetings and commit significant time to the review process,
- understanding of the role of Civic Partners in enhancing or extending City services, or providing services not otherwise provided by The City, and
- knowledge of and experience with equity, diversity and inclusion within the context of partnership and partner operations.

## **8. Committee Chair and Vice Chair**

A Committee Chair and Vice Chair will be nominated and elected by the Committee members to serve for up to a two-year term. The Committee member elected as Committee Chair must be part of the Partnerships business unit. In the absence of the Chair, the Vice Chair will take on the duties of the Chair.

The role of the Chair with support from members of the Partnership business unit is to:

- chair meetings in accordance with leading practices,
- manage the meeting planning and agenda development,
- participate in the recruitment and appointment process,
- participate in succession planning,
- manage performance evaluation of the Committee,
- speak on behalf of the Committee when required,
- coordinate with Administration for orientation and training of Committee members,
- participate in the evaluation of the Program,

- notify the Partnerships business unit in writing as soon as the Chair is made aware of a mid-term vacancy, and
- any other duties required as part of the Administrative Grant Review Committee process.

The Chair of the Committee may delegate their responsibilities to the Vice-Chair.

## **9. Committee Support**

Members of the Partnerships business unit will provide administrative support for the Committee through the Chair including but not limited to:

- setting up meetings, preparing agendas and related materials,
- leading recruitment and approval of member appointments,
- leading any onboarding or training sessions on topics including the Program, Civic Partners, biases, equity and other issues,
- attending meetings and taking meeting minutes,
- managing the administration of the full Program including intake of all applications, circulating of applications to subject matter experts for comments, consolidating comments, preparing supporting materials for the Committee review process, and circulation of Committee recommendations,
- coordinate lessons learned, Committee evaluations, and other activities, and
- other support as required for the Committee to complete the review process.

### **The Role of Administrative Relationship Contacts:**

To support a consistent level of service for Civic Partners, the Policy identifies the use of a one-window approach through an Administrative Relationship Contact to support relationship management with each Civic Partner. The following outlines the support Administrative Relationship Contacts will provide to the Committee:

- Provide subject matter expertise - Be available throughout the review process to answer questions from the Committee and provide additional information as requested by the Committee about the Civic Partners they support. This includes being present at a Committee meeting, if requested, and being available to coordinate communication or share information with the Civic Partners, if requested.
- Support two-way communication- Be a one-window in for Civic Partners during the process, coordinate with City colleagues to gather information during the review process, coordinate sharing Committee questions with a Civic Partner, support coordination of requests for presentations from Civic Partners, or other Civic Partner communication with the Committee as required, and promote awareness and understanding of the Program purpose, process and results.

## **10. Quorum**

More than 75 per cent of voting Committee members must be in attendance at a meeting to meet quorum. Decisions by the Committee will be made through a consensus process with all Committee members coming to agreement on recommendations.

If a Committee member cannot attend a meeting, delegates cannot be sent in their place.

## **11. Meetings**

The Committee will meet as required at the Call of the Chair. The meeting schedule will be structured to meet the requirements of developing recommendations for The City's service planning and budgeting processes including planning for a full four-year business cycle and annual adjustment processes as required.

Meeting minutes will be recorded and provided to all Committee members following the meeting. All funding recommendations will be recorded in the meeting minutes.

Virtual participation options will be available for meetings.

## **12. Code of Conduct**

All members of the Committee will be required to sign statements related to conflict of interest, confidentiality, and conduct during meetings. All materials provided during the review process are to be held in confidence until released publicly by The City.

## **13. No Participation in Lobbying Activities**

Committee members are to comply with the Civic Partner Operating Grant Program Terms of Reference as approved by Council and not participate in any lobbying efforts by Civic Partners, or individuals representing Civic Partners, specific to a funding request under review.