

# **Revitalizing Grant Programs: A Comprehensive Review of Investments and Opportunities**

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## **PHASE 1 APPENDICES**

### **Discovery: Communications and Engagement Research and Recommendations**

#### **APPENDICES**

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1. City of Prince George 2022-2023 Corporate Work Plan
2. City of Prince George 2023- 2024 Corporate Work Plan
3. Grant Review Process Planning Document
4. Survey Questions
5. Focus Group Discussion Questions
6. City of Prince George: How we Enable Service Provision
7. myPG Grant: Recognizing and Acknowledging a Grant

## CITY GOVERNMENT AND INFRASTRUCTURE

COUNCIL FOCUS AREA	KEY STRATEGIES	
Infrastructure	Ensure infrastructure meets the needs of a growing city	
COUNCIL PRIORITIES	WORK PLAN ACTIVITIES	QUARTER
Develop and enhance a strategy that results in a robust capital planning process.	<ul style="list-style-type: none"> <li>Begin design phase for the Mechanical/Building Envelope Upgrade at PG Aquatics Centre. <b>Q4</b></li> <li>Create and finalize plans to address Plaza Parkade elevator modernization &amp; Playhouse rigging replacement requirements. <b>Q1-3</b></li> <li>Establish Capital Planning Management Office (CPMO) Lite <b>Q2-4</b></li> <li>Implement Capital Planning Management Office Manual with certain 2022 capital projects. <b>Q2-2023</b></li> </ul>	
Establish goals for the District Renewable Energy System.	<ul style="list-style-type: none"> <li>Finalize renewal of Lakeland agreement and new bylaw. <b>Q1-4</b></li> </ul>	
Address the City's Infrastructure gap.	<ul style="list-style-type: none"> <li>Implement recommendations outlined in Asset Management Strategies to prioritize infrastructure projects. <b>Q4</b></li> <li>Create and finalize plans to replace the CN Centre roof, and the RMCA Condenser. <b>Q3</b></li> <li>Continue construction of the new downtown pool and complete the demolition of Four Seasons Leisure Pool and Fire Hall #1. <b>Q1-3</b></li> <li>Develop tactical Asset Management Plans for Storm water and Civic Facilities. <b>2023</b></li> <li>Plan public consultation process in relation to Storm water funding options. <b>2023</b></li> </ul>	
Develop an implementation roadmap for the 2024 OCP renewal process.	<ul style="list-style-type: none"> <li>Establish a Consultation Plan for the OCP review. <b>2023</b></li> </ul>	

COUNCIL FOCUS AREA	KEY STRATEGIES	
Workplace Health	Create an environment where employees can thrive	
COUNCIL PRIORITIES	WORK PLAN ACTIVITIES	QUARTER
Support the implementation of psychologically-healthy workplace training.	<ul style="list-style-type: none"> <li>Deliver workshops 3 and 4 to managers and supervisors to satisfy certification requirements; deliver introductory workshops to unionized supervisors and employees. <b>Q3-4; Q1-4 2023</b></li> <li>Divisional Managers and Supervisors to complete the psychologically-healthy workplace training and begin the implementation of practical workplace initiatives. <b>Q1-4</b></li> </ul>	

COUNCIL FOCUS AREA	KEY STRATEGIES	
Continuous Improvement	Provide cost-effective service delivery	
COUNCIL PRIORITIES	WORK PLAN ACTIVITIES	QUARTER
Support the ongoing implementation of continuous improvement processes to advance efficiency and effective service delivery.	<ul style="list-style-type: none"> <li>Lead a comprehensive review of the City's grant processes and provide recommendations for Council consideration. <b>Q2-4 (report in Q1 - 2023)</b></li> <li>Lead a Digital Transformation Strategy to maximize use of existing technologies. <b>Q2-4 (report in Q1-Q4, 2023)</b></li> <li>Update the preventative maintenance program for all Civic Facilities, with a goal of reducing service call response times. <b>Q1-4</b></li> <li>Implement advanced technology for recreation bookings and scheduling. <b>Q1-3</b></li> <li>Continue to implement staff scheduling program (Schedule Force) to include all Recreation &amp; Events Department staff. <b>Q3</b></li> <li>Lead and implement a comprehensive redesign of the front service counter function in Planning &amp; Development to improve responsiveness and service timelines; identify employee competencies, training requirements and performance standards; and provide a more efficient physical layout for employees and customers. <b>Q1-4</b></li> <li>Track City's KPI as they relate to the Levels of Service Framework with focus on Parks. <b>Q4</b></li> <li>Develop and implement a Privacy Management Program. <b>Q4</b></li> <li>Continue to enhance the City's Records Management Program. <b>Q1-4</b></li> <li>Undertake a Council Orientation with newly-elected Council Members. <b>Q4</b></li> </ul>	

COUNCIL FOCUS AREA	KEY STRATEGIES	
Continuous Improvement	Achieve funding, support, partnerships, and shared community	
COUNCIL PRIORITIES	WORK PLAN ACTIVITIES	QUARTER
Develop a communications policy that enables consistent and clear communication of City service levels and associated costs.	<ul style="list-style-type: none"> <li>Develop a communications policy and related administrative procedures and toolkits. <b>Q1</b></li> <li>Develop an internal communications strategy to guide internal communications and improve service delivery. <b>Q1</b></li> </ul>	

COUNCIL FOCUS AREA	KEY STRATEGIES	
Partnerships and Relationships	Achieve funding, support, partnerships, and shared community	
COUNCIL PRIORITIES	WORK PLAN ACTIVITIES	QUARTER
Build and maintain the relationship necessary to advance coordinated advocacy and action on shared goals.	<ul style="list-style-type: none"> <li>Work with Tourism PG to bring conferences, sports and events to the city. <b>Q1-4</b></li> </ul>	
Continue development and implementation of the City's online Indigenous Awareness Training program.	<ul style="list-style-type: none"> <li>Launch Module Two of the Indigenous Awareness Training Program <b>Q2</b></li> <li>Facilitate City-wide consideration (and action as appropriate) of the Province of BC's Declaration on the Rights of Indigenous People Act Action Plan. <b>Q2-4 (and into 2023)</b></li> <li>In partnership with the Prince George Native Friendship, complete the Tsulh' Cho Daycare. <b>Q1-3</b></li> <li>Work with Lheidli T'enneh First Nation for land sale, rezoning, subdivision and development of Daycare in the Park at Lheidli T'enneh Park. <b>Q1-2</b></li> </ul>	

## ECONOMIC GROWTH AND DEVELOPMENT

COUNCIL FOCUS AREA	KEY STRATEGIES	
Economic Resiliency	Increase the population of Prince George.	
COUNCIL PRIORITIES	WORK PLAN ACTIVITIES	QUARTER
Broadly market the affordability and quality of life in Prince George.	<ul style="list-style-type: none"> <li>Initiate Move Up Prince George advertising campaign to attract people to the City. <b>Q1-4</b></li> </ul>	
Maximize the quality of life for all residents.	<ul style="list-style-type: none"> <li>With UBCM grant funding, address recommendations from the Select Committee on Poverty Reduction related to the City's Leisure Access program and barriers to transportation. <b>Q1-4</b></li> <li>Facilitate next steps, as directed by Council, in relation to the proposed Malaspina Daycare project. <b>Q1</b></li> <li>Undertake a review of the Public Art Policy and provide recommendations to Council for consideration. <b>Q4</b></li> <li>Continue to implement action plans for age inclusion and accessibility of Park Facilities and trails: 0251 Connaught Park Enhancement; 0382 Nature Park Improvements; 1097 Trails Rehabilitation. <b>Q1-4</b></li> <li>Review Community Recreation, Social Health &amp; Well-being Service Delivery Plan Recommendations and begin implementation. <b>Q3-4, 2023</b></li> <li>Continue to improve accessibility and connectivity of pedestrian networks through 2022 sidewalk renewal and new sidewalk capital programs: 1093 Sidewalk &amp; Walkway Rehabilitation; 1489 New Sidewalks. <b>Q1-4</b></li> <li>Host the 2022 World Women's Curling championship. <b>Q1</b></li> <li>Provide a successful BC Summer Games in Prince George utilizing City facilities and services. <b>Q1-3</b></li> <li>Open the new downtown pool. <b>Q4</b></li> <li>Complete, in partnership with DPG, the Downtown Strategy (focused on place making and marketing of downtown). <b>Q2-4</b></li> </ul>	

COUNCIL FOCUS AREA	KEY STRATEGIES	
Economic Resiliency	Build a strong, innovative, and resilient economy for Prince George.	
COUNCIL PRIORITIES	WORK PLAN ACTIVITIES	QUARTER
Support regional economic development.	<ul style="list-style-type: none"> <li>Support Community Futures in their application for funding to establish a regional economic development strategy to promote economic opportunities and collaborations for the region <b>Q1</b></li> <li>Facilitate the continued implementation of the 2020-2025 Economic Development Strategy <b>Q1-4</b></li> </ul>	

## ENVIRONMENTAL LEADERSHIP AND CLIMATE ACTION

COUNCIL FOCUS AREA	KEY STRATEGIES	
Climate Change	Address the impacts of climate change.	
COUNCIL PRIORITIES	WORK PLAN ACTIVITIES	QUARTER
Support the continued implementation of the Wildfire Mitigation Strategy.	<ul style="list-style-type: none"> <li>Complete works related to the reduction of wildfire hazards on public lands. <b>Q1-3</b></li> </ul>	
Support the creation and implementation of a storm water management plan.	<ul style="list-style-type: none"> <li>Continue implementation of the Integrated Stormwater Management Plan. <b>Q1-4</b></li> </ul>	
Support the continued implementation of the Climate Change Mitigation and Adaptation Plans.	<ul style="list-style-type: none"> <li>Step Code Implementation (Step 1). <b>Q2-3</b></li> <li>Review the Fleet Capital Plan to consider alternative fuel sources and green technology for light &amp; heavy fleet (cost benefits). <b>Q1-4</b></li> <li>Continue to support actions of the Transit Future Plan to help reduce carbon emissions through increasing ridership. <b>Q1-4</b></li> </ul>	

## SOCIAL HEALTH AND WELL-BEING

COUNCIL FOCUS AREA	KEY STRATEGIES	
Civic Precinct Vibrancy	Create a vibrant civic precinct.	
COUNCIL PRIORITIES	WORK PLAN ACTIVITIES	QUARTER
Initiate the Civic Precinct Plan, including a link to land use and infrastructure planning.	<ul style="list-style-type: none"> <li>Develop and begin implementation of a strategy to develop a downtown civic core district-specific plan. <b>Q1-4</b></li> </ul>	

COUNCIL FOCUS AREA	KEY STRATEGIES	
Safety	Provide a community where people feel safe.	
COUNCIL PRIORITIES	WORK PLAN ACTIVITIES	QUARTER
Work with stakeholders to continue the implementation and promotion of initiatives that enhance community safety and the perception of community safety.	<ul style="list-style-type: none"> <li>Implement, manage, and report on activities associated with the Strengthening Communities' Services grant. <b>Q1-4</b></li> <li>Implement the CCTV Registry Program Agreement between CPG and the RCMP. <b>Q1-4</b></li> <li>RCMP Strategic Needs Assessment. <b>Q3</b></li> <li>Fire Training Centre - Initial Assessment Study. <b>Q4</b></li> <li>Bylaw Services - Standards of Service - Initiate. <b>Q4</b></li> <li>Continue annual upgrades of municipal street lights: 3116 Street Light Replacement Program. <b>Q4</b></li> <li>Continue to implement actions in the Transit Future Plan to support equitable, safe, and a healthy community through affordable and accessible transit fare programs. <b>Q1-4</b></li> </ul>	
Advocate for housing and health services to serve the diversity of need amongst residents.	<ul style="list-style-type: none"> <li>Facilitate the City's role in advancing the 1st Avenue health and housing project. <b>Q1-4</b></li> <li>Complete the Housing Needs Study. <b>Q1</b></li> <li>Negotiate an ESS Service Agreement with EMBC to support regional wildfire evacuation. <b>Q2</b></li> <li>FOCC Contract Renewal and Expansion. <b>Q3</b></li> </ul>	

Council Priorities	2023 - 2024 Workplan Activities (Aligned with Priorities)	Quarter	Status			Comment
			Complete	In Progress	Not Started	
<b>City Government &amp; Infrastructure Priorities</b>						
<b>Grow the City by creating and sharing a long-term vision roadmap with targets (including population targets) and milestones that reflect the integration of capital planning, asset management, infrastructure planning, Official Community Plan renewal processes, and associated financial commitments.</b>	Continue to advance the Organizational Capital Project Management framework by implementing priorities from the roadmap and fully staff Capital Management Planning Office (CPMO-Lite).	Q1-4				
	Implement recommendations outlined in the Asset Management Strategy and Capital Project Management Roadmap to prioritize infrastructure projects.	Q1-4				
	Continue to pursue infrastructure grant funding opportunities to offset capital expenditure budgets that prioritize infrastructure reinvestment needs.	Q1-4				
	Continue Project Management planning, implementation and completion of current Civic Facilities projects: Kin Centre Refrigeration, Heat Recovery and Dehumidification; Elksenter Chiller replacement; Old Fire Hall demolition; Civic Centre Floor refurbishment; Complete Canfor Leisure Pool seasonal deficiencies; Complete FSLP Demolition re: seasonal deficiencies; Civic Facilities roof replacements; Public Yards Buildings Renewal; Aquatic Centre Parking lot.	Q2 2023 - 2025				Council reports will be utilized to provide project specific updates on an as required basis.
	Develop Tactical Asset Management Plans for Stormwater and Civic facilities.	Q1-4				
	Complete the Civic Core Plan engagement process.	Q1-4				
	Continue with the 2024 OCP renewal process.	Q1-4				
	Begin design phase for the Mechanical/Building Envelope Upgrade at PG Aquatic Centre.	Q1-4				In procurement process to acquire consulting services.
	Undertake accessibility improvements: City Hall, Two Rivers Gallery, Plaza Parkade.	Q1-4				Facility reports (2 of 3) received and approved. Awaiting consultant report for next steps in relation to Plaza Parkade remediation.
	Consider options and budget to upgrade the Little Prince Train Storage Shed.	Q3 - 2024				
	Facilitate CN Centre Building Envelope upgrade.	Q4 - 2024				In procurement process to acquire consulting services.
	Establish scope and budget for PG Playhouse Rehabilitation.	Q1-4 - 2024/25				Consulting team to be hired.
	Finalize renewal of Lakeland Agreement and new Bylaw.	Q1-4				
Continue implementation of the Integrated Stormwater Management Plan.	Q1-4					

Council Priorities	2023 - 2024 Workplan Activities (Aligned with Priorities)	Quarter	Status			Comment
			Complete	In Progress	Not Started	
<b>City Government &amp; Infrastructure Priorities</b>						
<b>(continued) Grow the City</b>	Develop a community brand to reflect the emotional connection people have with a place, expressed through words and visuals. The brand will focus on building and improving products and experiences, nurture civic pride and engagement, and support efforts to recruit and attract investment, business and talent.	Q1-3				
<b>Continue to improve processes and practices to support effective and efficient service delivery</b>	Fulfill legislated Asset Retirement Obligations reporting.	Q1-4				Consultant hired. Work will continue until ARO's are reported on the December 31, 2023 Financial Statements.
	Implement goals and actions identified in the City's Internal Communications Strategy.	Q1-4				
	Undertake Council Code of Conduct Policy Review.	Q1-4				
	Implement the Privacy Management Program that was updated and approved in Q1 2023 in response to changes to the Freedom of Information and Protection of Privacy Act.	Q1-3				
	Continue to enhance the City's Records Management Program.	Q1-4 (and into 2024)				
	Lead a comprehensive review of the City's grant processes and provide recommendations for Council consideration.	Q1-2				Report to be presented during a May Council meeting.
	Lead a Digital Transformation Strategy to maximize use of existing technologies.	Q1-4				
	Update the preventative maintenance program for all Civic facilities, with a goal of reducing service call response times.	Q1-3				
	Continue to implement advanced technology for recreation bookings and scheduling for City recreation facilities & PG Conference & Civic Centre.	Q1-2				Includes online booking for customers.
	Plan a public consultation process related to Stormwater funding options.	Q1-3				Council report scheduled for Q3.
	Continue to improve Planning & Development responsiveness and service timelines.	Q1-4				
	Continue to implement multi-year protective services' staffing and resource plan to ensure policing and fire/rescue resources meet the needs of a growing City. 2024 recommendations include 6 new police services personnel, and 5 new Fire/Rescue personnel	Q2-4 (through 2028)				
	Track City's Key Performance Indicators as they relate to the Levels of Service Framework - Parks	Q1-4				

Council Priorities	2023 - 2024 Workplan Activities (Aligned with Priorities)	Quarter	Status			Comment
			Complete	In Progress	Not Started	
<b>City Government &amp; Infrastructure Priorities</b>						
<b>Focus on meaningful communication and relationship development to advance shared priorities, as well as build and maintain the relationships necessary to ensure co-ordinated advocacy, responsive service delivery, and the acquisition of external funding to meet the diverse needs of all residents</b>	Develop a strategy to implement the United Nations Declaration on the Rights of Indigenous Peoples that builds on the City's relationships with the Lheidli T'enneh First Nation and urban Indigenous service providers.	Q1-4				
	Work with Tourism PG to bring conferences, sports and events to the City	Q1-4				21 conferences secured for 2023 and 1 large sporting event secured for 2025.
	Develop a communications and engagement strategy to lay the strategic framework to achieve transparent, timely, accurate, and meaningful communications and engagement with our community.	Q1-4				
<b>Economic Diversity</b>						
<b>Market Prince George as a place to invest, live, and visit</b>	Promote presence and use of local assets and amenities in a way that aligns with growth goals.	Q1-4				
	Develop a plan to create a vibrant Canada Games Plaza for all residents.	Q2-4				
<b>Build a strong, resilient, and diverse economy for Prince George</b>	Update the 2020-2025 Economic Development Strategy to reflect the current context, including immigration, and supported its continued implementation.	Q1-4				
<b>Social Health &amp; Well-being</b>						
<b>Maximize the quality of life for all residents</b>	Open the Tsulh Cho (Dagg Road) and Kool Cats Family Care Childcare Centres (Malaspina Avenue).	Q2				
	Continue to implement action plans for age inclusion and accessibility of Parks facilities and trails.	Q1-4				
	Complete the UBCM funded Community Access to Recreation and Transportation (CART) project and amend Leisure Access Pass (LAP) processes to reflect learning and enhance accessibility.	Q1-3				
	Complete the City of Prince George Accessibility Plan.	Q1-3				
	Continue to improve accessibility and connectivity of pedestrian networks through implementation of 2023 sidewalk renewal and new sidewalk capital programs.	Q1-4				
	Complete internal review of Downtown Strategy recommendations (focused on place-making and marketing).	Q1-2				

Council Priorities	2023 - 2024 Workplan Activities (Aligned with Priorities)	Quarter	Status			Comment
			Complete	In Progress	Not Started	
<b>Social Health &amp; Well-being</b>						
<b>Ensure a safe, health, and clean community for all</b>	Document, communicate and implement the City's homelessness and public safety strategies to support advocacy efforts and enhance service delivery.	Q1-2				
	Facilitate the City's role in advancing the 1st Avenue health and housing project.	Q1-4				
	Implement, manage, and report on activities associated with the 2021 - 2022 and 2022 - 2023 Strengthening Communities' grants.	Q1-4				2021 - 2022 Final Report Due November 2023.
	Continue to implement actions in the Transit Future Plan.	Q1-4				
	Continue annual upgrades of municipal street lights (Street Light Replacement Program).	Q1-4				
	Build capacity in emergency management through a dedicated training program to ensure the City is able to support new Provincial legislation.	Q1-4				
	Complete works related to the reduction of wildfire hazards on public lands.	Q1-2				
	Advocate to the Province for an ESS Service Agreement to support regional wildfire evacuation.	Q1-4				
<b>Environmental Stewardship &amp; Climate Action</b>						
<b>Implement local government actions that advance environmental protection, including climate change mitigation.</b>	Review the Fleet Capital Plan to consider alternative fuel sources and green technology for light & heavy fleet.	Q1-4				
	Better manage waste created in the PG Conference and Civic Centre by investigating and implementing additional ways to divert waste from the landfill.	Q1-4				



## Completed 2022/23 Corporate Work Plan Activities

Implement CCTV Registry Program Agreement between the City of Prince George and the RCMP

RCMP Strategic Needs Assessment

Fire Training Centre - Initial Assessment Study

Complete Housing Needs Study

FOCC Contract Renewal and Expansion

Establish Capital Planning Management Office (CPMO)

Create and finalize plans to replace the CN Centre roof, and Kopar Condenser

Implement advanced technology for recreation bookings and scheduling

Undertake a Council Orientation with newly-elected Council members

Develop a communications policy and related administrative procedures and toolkits

Develop an internal communication strategy to guide internal communications and improve service delivery

Launch Module Two of the Indigenous Awareness Training Program

Facilitate next steps, as directed by Council, in relation to the proposed Malaspina Daycare Project

Host the 2022 World Women's Curling Championship

Provide a successful BC Summer Games in Prince George utilizing City facilities and services.

Open the Canfor Leisure Pool

Step Code Implementation (Step 1)

Continue to support actions of the Transit Future Plan to help reduce carbon emissions through increasing ridership

2022 Capital Sidewalk Improvement Program

Review and implement recommendation from the Community Recreation, Social Health and Well-being Service Delivery Plan

Initiate Move Up Prince George advertising campaign to attract people to the City

Complete Plaza Parkade elevator modernization



CITY OF  
**PRINCE GEORGE**

## CITY OF PRINCE GEORGE - GRANTS REVIEW PROJECT PLANNING FOR ENGAGEMENT (Fall 2022)

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### **BACKGROUND**

The City of Prince George invests significantly in the local not-for-profit (NFP) sector to help ensure the delivery of recreation, arts and cultural, social well-being, as well as environmental programs and services for its residents. A comprehensive Citywide review of these investments, ranging from grants to low costs leases, has not been undertaken in recent years.

The review has been prompted by a number of related observations including inconsistent practices, duplication, lack of coordination (both internally and externally), declining interest in available grants, perceived inequities, concerns with transparency, significant changes in the non-profit operating environment, the need to consider practices in benchmark communities, as well as a desire to better report and communicate the City's efforts.

### **Project Goals:**

- Recommend, for Council consideration, changes to how the City supports (with human, financial, and in-kind resources) non-profit service delivery.

#### Recommendations will:

- Consider practices of other benchmark municipalities and funding organizations.
- Consider the current non-profit operating environment.
- Align City investments with Council and community priorities.
- Contribute to fair and equitable access.
- Incorporate the input of residents and interested parties.

#### So that City investments:

- Align with Council and community priorities.
- Reflect fair and equitable access to City supports (human, financial and in-kind).
- Are responsive to changing municipal goals and community needs.
- Are transparent to the total cost to the taxpayer in funds, service and resources.

### **Project Deliverables:**

The 2022/23 Corporate Work Plan requires Administration to “lead a comprehensive review of the City’s grant processes and provide recommendations for Council consideration”.



Administration is expecting to return a report structured in a way that responds to the following project deliverables.

1. Proposed grant programs with criteria, adjudication procedures, and suggested annual budget (informed by recommended “principles of support”).
2. Standardized administrative tools for all grant streams (e.g. application guides, application forms, reporting, and grants portal).
3. Standardized reporting templates and processes for all grant streams.
4. Comprehensive review of the City’s service agreements and development of associated recommendations for change as appropriate.
5. A recommended process to review and report on service agreements.
6. Boilerplate content for all service agreements.
7. A review of in-kind support and development of associated recommendations.
8. Recommended enhancements to the City’s Open Data Portal (including “dashboard infographics”) to provide accessible and comprehensive information on the City’s investments in the non-profit sector (including agency profiles).
9. Related Policies and Administrative Procedures

### **Communications/Engagement Strategy:**

As a first step, the City would like to engage external expertise to develop a communications and engagement strategy that would be executed by City staff. The communications and engagement strategy would be a detailed plan that identifies audiences, methodologies, and specific questions that would be utilized to inform overall project deliverables.

The City would like to ensure the strategy is designed in a way that key, high level questions are answered. These questions are noted below (in order of perceived importance).

- How should the city administer its grant funding to ensure the greatest impact in relation to myPG Social Development goals?
- Why don’t more and a greater variety of organizations, apply for CPG grant funding?
- When should the City utilize service agreements vs. grants to facilitate service delivery?
- Is it better for the City to offer a few high dollar grants or many, low dollar grants?
- Are there emerging service delivery trends or gaps that could be addressed by targeted CPG grant funding?
- Should the City allocate grant dollars in a way that ensures equity across social development goals?
- Is there a particular demographic that City grants should focus on?
- Should the City require recipient organizations to report on the use of City funds” If yes, what should that reporting entail?
- Should there be a cap on the total amount of City funding that any one organization can receive?
- In addition to funding, what can the City do to better support non-profit service delivery?

- Should the City partner with other funding entities (i.e. United Way, the Community Foundation, Northern Health) to provide grants?

**Proposed Timeline:**

Week of July 4:	Background Information to Communications/Engagement Consultant
Week of July 11:	Finalize municipal comparator review (share with consultant)
Week of July 25:	Consultant to begin work on Strategy Development
Week of August 29:	Draft Strategy complete
Week of Sept 5:	Review Strategy – Connect with Consultant as necessary Begin preparation of Council Report (for Sept 19 meeting) – Announcing project and engagement strategy
Week of Sept 12:	Begin work with CPG Communications team to prepare for engagement activities
Sept 19:	Council meeting
Sept 20:	Engagement launches
October:	Consolidate engagement data/draft recommendations

## 2022 City of Prince George Grants Review: We Want To Hear From You!

The City of Prince George is undertaking a comprehensive review of its processes to provide grants to support not-for-profit (NFP) organizations and we really need your help with completing our survey!

Your feedback will help identify trends and possible gaps in granting and give us a stronger understanding of the needs of local organizations who provide services in the community.

Your feedback, along with other aspects of the review process, will form the basis for recommendations to Council that will improve the City's grants programs. Thank you for completing this survey.

**[To learn more about this project and view the final report when it is complete visit our website](#)**

\* 1. Have you ever applied for City of Prince George grant(s) before?

Yes

No

## 2022 City of Prince George Grants Review: We Want To Hear From You!

\* 2. Who completes your grant applications?

Paid staff

Volunteers

Combination of both

Other (please specify)

\* 3. Which grant(s) have you applied for? Check all that apply

- myPG Community Grant
- MeetingsPG Grant
- Community Enhancement Grant
- SportPG Grant
- Celebrate PG Grant
- Travel Grant

\* 4. How did you learn about these grants? Check all that apply

- City website
- Reminder email from the City
- Social media
- Media
- Word of mouth
- Referral (e.g. from Tourism PG, City staff)
- Another funder
- Another not-for-profit organization
- Other (please specify)

\* 5. In what year did you last apply for a City grant?

- 2022
- 2021
- 2020
- 2019
- 2018
- Prior to 2018 (if selected, you will be re-directed to question 5)

**2022 City of Prince George Grants Review: We Want To Hear From You!**

\* 6. Why haven't you applied for a City grant in the last five years? Please select all that apply.

- Criteria doesn't align with need
- No longer need City funding
- Don't have human resources necessary to complete and submit application
- Grant funding available is not sufficient for intended purpose
- Didn't know/wasn't advised that grant funding was still available
- COVID-19 limitations
- Cumbersome application requirements
- Cumbersome reporting requirements
- Other - Please explain below in the comment field

Additional Comments

\* 7. What could the City do to make it more attractive for you to apply for a grant?

**2022 City of Prince George Grants Review: We Want To Hear From You!**

\* 8. Why haven't you applied for a City grant? Please select all that apply.

- Criteria doesn't align with need
- COVID-19 limitations
- No longer need City funding
- Cumbersome application requirements
- Don't have human resources necessary to complete and submit application
- Cumbersome reporting requirements
- Grant funding available is not sufficient for intended purpose
- Other - Please explain below in the comment field
- Didn't know/wasn't advised that grant funding was still available

Additional Comments

\* 9. What could the City do to make it more attractive for you to apply for a grant?

**2022 City of Prince George Grants Review: We Want To Hear From You!**

\* 10. Did you receive the amount of funding you requested? Only check the boxes for the grants you applied for.

	Yes	No
myPG Community Grant	<input type="checkbox"/>	<input type="checkbox"/>
Community Enhancement Grant	<input type="checkbox"/>	<input type="checkbox"/>
Celebrate PG Grant	<input type="checkbox"/>	<input type="checkbox"/>
MeetingsPG Grant	<input type="checkbox"/>	<input type="checkbox"/>
SportPG Grant	<input type="checkbox"/>	<input type="checkbox"/>
Travel Grant	<input type="checkbox"/>	<input type="checkbox"/>

If no, please comment

\* 11. When applying for funding from other sources, did you require proof of City grant funding in order to be eligible?

- Yes
- No
- If yes, please specify which sources



\* 12. Rate your City of Prince George grant **experience** in the following areas, on a scale of 1-5 with 1 being poor and 5 being excellent.

	1	2	3	4	5
Application process (includes application, timelines, level of support)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
please provide additional details					
<input type="text"/>					
Communication throughout the entire process	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
please provide additional details					
<input type="text"/>					
Reporting and evaluation follow-up on the grant	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
please provide additional details					
<input type="text"/>					

**2022 City of Prince George Grants Review: We Want To Hear From You!**

\* 13. Think about the current and emerging financial needs of your organization. Please select your top three funding priorities.

- New Programs
- Technology
- Operations (administration of day-to-day)
- Events
- Training/Professional Development
- Attracting & Retaining Staff
- Reconciliation Priorities
- Capital Acquisitions (purchases of equipment, vehicle, etc.)
- Other (please specify)

\* 14. In addition to funding, what else can the City do to better support not-for-profit service delivery?

\* 15. What could the City do to improve its grants processes?

\* 16. The City of Prince George currently issues cheques to successful applicants. We can process electronic fund transfers as an alternative. Would this be an option for your organization?

- Yes
- No

\* 17. What best describes you:

- Staff
- Board Member
- Volunteer
- Participant/Client
- Other (please specify)

\* 18. Which one option below best describes the mandate of your organization:

- Social
- Sport & Recreation
- Arts & Culture
- Environment
- Education
- Interest Group Advocacy & Activity
- Other (please specify)

\* 19. Who does your your organization serve?

\* 20. Are your services **primarily** delivered by staff or volunteers?

- Staff
- Volunteers

\* 21. Would you be interested in participating in a follow-up focus group on this topic?  
Please note: Due to group size restrictions and time limitations- not everyone who indicates they are interested will necessarily be selected.

Yes

No

If yes, please provide your contact e-mail address

22. Is there anything else you think we need to know about our grant programs?

## **2022 City of Prince George Grants Review: We Want To Hear From You!**

Thanks for contributing to this survey. If you have questions email [socialplanning@princegeorge.ca](mailto:socialplanning@princegeorge.ca)

### **Land Acknowledgements**

We respectfully acknowledge the unceded ancestral lands of the Lheidli T'enneh, on whose land we live, work, and play. I acknowledge that I am calling from the traditional, ancestral, unceded territory of the syilx/Okanagan people.

### **Big Picture: Benefit and Emerging Needs**

1. In your opinion, what are the most significant benefits that the community receives from the grants provided by the City?
2. The survey indicated that the top three emerging financial needs for local non-profits are events, operations, and new programs. How do you think the City can help address these needs effectively?

### **Structure and Focus**

3. The majority of grants issued by the City are under the catch-all of MyPG Community Grants. To maximize the benefits, should grants be more specific and targeted—by topic or area of service like recreation, arts and culture, tourism—or should they be more generic? What are your thoughts?
4. How do you think grant dollars could be used to encourage action in relation to priorities such as climate change, reconciliation, or poverty reduction?
5. What specific community needs do you feel are not adequately addressed through the current grant programs offered by the City? If so, what might be some ways to address these? [E.g., grant criteria that earmarks part of funding to a specific area/topic.]
6. What could the City do to make it easier for people to apply for a grant?

### **Communications and Collaboration**

7. In your experience, how could the City collaborate with applicants and potential applicants to ensure that grant funding is being used effectively and efficiently to benefit the community? Are there any specific challenges or successes in this area?
8. What about other funding organizations who have similar grant programs? How could the City collaborate to increase the efficiency or effectiveness of the grants? Are there any specific challenges or successes in this area?
9. The survey had several comments about improving awareness of grant opportunities. What suggestions do you have for better promoting the availability of grants?

10. There were also survey comments about communications during the grant review and approval process. What suggestions do you have for improving communications about the process?
11. Survey comments also mentioned building stronger relationships between the City and the not-for-profits. What could be done to achieve this? [Note: Survey respondents talked about the desire to have the City get to know them and what they do better.]

### **Capacity Building**

12. The survey results indicated that the majority of services are primarily delivered by volunteers, including board members. What could the City do to help with capacity-building such as training or education? Do any topics come to mind?

### **If Time: Application Process**

13. When it comes to completing the application process, what is working well?
14. What obstacles or issues, if any, have you encountered during the grant application process?

### **Wrap up**

15. Thank you for your time today. As we wrap up, was there anything that really stood out for you that you would like to see considered? Or anything else to add?

### **Next Steps**

And be sure to stay tuned! The City will be providing an update about next steps.

Thank you again for your time and energy today! Very much appreciated!

*Note: Each Focus Group was a unique and dynamic conversation, with the outcomes reflecting the diverse perspectives and contributions of the participants involved.*

# CITY OF PRINCE GEORGE

## HOW WE ENABLE SERVICE PROVISION



### COMMUNITY ASSOCIATION PROGRAM DELIVERY

- The City provides a defined and comprehensive set of supports to **7 non-profit Community Associations** that deliver neighbourhood based recreation programming.
- The supports include general liability insurance, promotion, training, registration services grants, access to school facilities enabled by the City's Shared Use Agreement with School District 57, and a dedicated City staff liaison.



### COMMUNITY ORGANIZATION PARTNERSHIP

- The municipality supports organizations like the PG Public Library, Tourism PG and the Northern Sport Centre through board membership and financial support totaling **over \$4 million annually**.



### CONTRACTED SERVICES

- In specific situations the City will utilize an RFP process to engage a contracted provider to operate services in a civic facility – e.g. Pine Valley Golf Course, PG Playhouse, and SPCA.



### ADVOCACY / FACILITATION

- **Build and support the capacity of organizations to serve the community:**
  - Facilitate community processes to action shared goals – e.g. Raise Up Our Kids project.
  - Convene Council committees to seek advice – e.g. Committee on Poverty Reduction, Committee on a Safe, Clean and Inclusive Community.
  - Participate in community committees – e.g. Community Partners Addressing Homelessness, PG Air Improvement Roundtable.
  - Acquire and/or administer grant funding from external sources that are designated for local governments to advance social and community well-being priorities – e.g. Union of BC Municipalities funding for special initiatives like poverty reduction, and the City's administration of the Federal Government's Reaching Home Program.





## DIRECT DELIVERY

- The City plans and manages direct delivery of limited services including aquatic programming and designated civic events – e.g. Civic Light-up Ceremony & Civic Appreciation Reception



## SPACE PROVIDER

### Lease Civic Assets

- In 2019, nineteen non-profit groups leased, at an average annual lease rate of \$1000/organization, City land and buildings, **valued at over \$21 million.**
- In 2016, the Parks Division maintained, at a cost of \$221,000, over **36 hectares of field** and ball diamond space utilized by 9 non-profit organizations.
- Four exclusive user groups, paying an average annual rate of \$1000/organization accessed **2.4 hectares of City parkland.**

### Scheduling & Rental of Facilities

- In 2019, the Parks Division scheduled over **14,000 hours of civic park**, sport field and school gym use for 258 organizations.
- In 2019, the Conference and Civic Centre hosted **52 nonprofit organizations** that utilized over 86 event days (at a subsidized non-profit rate).
- In 2019, the Arenas/CN Centre/Exhibition Park sites were used for approximately **33,000 hours** by 62 non-profit organizations.

## FUNDING

- In 2019, the City assisted 93 recipient organizations with approximately **\$868,000** in direct grants.
- In 2018, the City exempted **\$1,769,871** in property taxes for 116 organizations.

## SERVICE AGREEMENT

- These agreements outline financial commitments made by the City of Prince George in support of negotiated deliverables, provided by the recipient organization.
- Service agreements are utilized when the degree of City support and/or service delivery expectations align well with shared community goals, but do not fit well with grant funding processes – e.g. PG Symphony Orchestra, PG Council or Seniors, Volunteer PG.
- Currently the City has **18 agreements totaling approximately \$847,000.**

## REGULATION

- The City uses regulations to enable or incent community well-being:
  - **Rezoning** – e.g. supportive housing development.
  - **Bylaws** – e.g. regulating carriage housing and secondary suites.
  - **Permitting** – e.g. parade (avg. 37/year) & beer garden permits.
  - **Tax Incentives** – e.g. CPG Adaptable Housing Standards requirement for Multi-Family Housing incentive.





## COMMUNICATIONS DIVISION

1100 Patricia Blvd. | Prince George, BC, Canada V2L 3V9

p: 250.561.7600 | www.princegeorge.ca

## Recognizing and Acknowledging a Grant from the City of Prince George

The City of Prince George provides direct financial support to community organizations through a variety of grant programs. These include the myPG Community Grant, the Community Enhancement Grant, the Celebrate Prince George Community Grant, and grants for attracting conferences/conventions and tournaments/competitions. These funding programs support community groups in making Prince George a better place to live and visit.

Organizations that receive financial assistance are required to acknowledge it when publicizing the programs, events, or activities financially supported by the City. This acknowledgement is not intended to be onerous or difficult; these guidelines are intended to provide clarity and allow for design flexibility.

### Guidelines for Acknowledging Financial Assistance

Acknowledgement of the City's financial assistance should appear in relevant materials produced by the organization, such as the following:

- Articles and news releases
- Advertisements in print, on radio and television, and on digital channels such as websites and social media
- Public displays, signage, posters, and banners
- Reports, programs, brochures, guides, and newsletters
- Websites and social media pages

### Using City Graphics

The City provides graphics that include the City logo and appropriate acknowledgement text. These graphics are provided on a white/clear background or blue background:

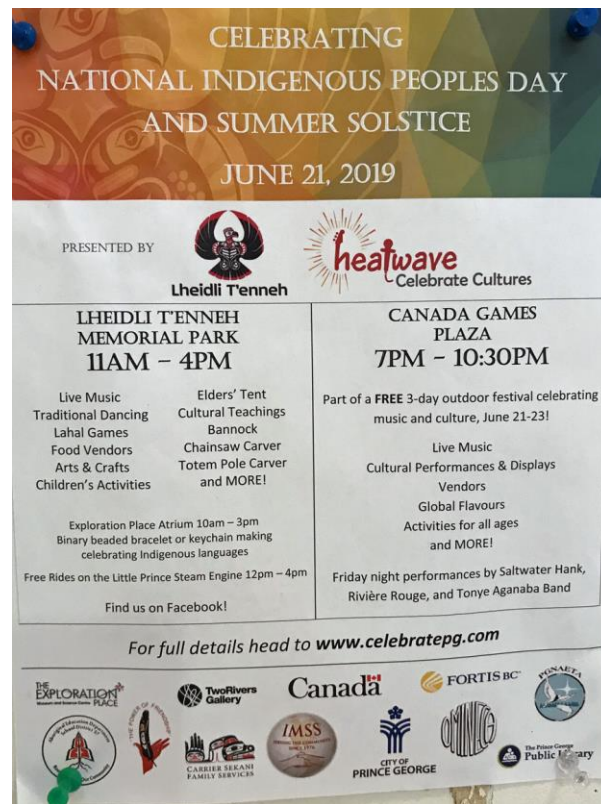


The logo and accompanying acknowledgement text must be presented as a single graphic (see above, and the example below, on the left). It should be displayed with space around it, and not on a visually distracting background nor as part of a headline, phrase, or sentence.

The City graphic can appear with the logos of other supporters, funders, and sponsors. The visual prominence of the City shall not be less than any other funder/sponsor providing an equivalent value of financial support.

Normally, the City logo is not to be used without the accompanying acknowledgement text though an exception can be made when the City is one of a number of funding organizations (see the example below on the right).

Some examples of promotional posters that recognize the City's financial contribution:



### Additional Opportunities for Acknowledgement

Mayor and Council appreciate the opportunity to attend and participate in community events and activities that are funded by a grant from the City. Please contact Council via the Mayor's office at [mayoradmin@princegeorge.ca](mailto:mayoradmin@princegeorge.ca) or 250-561-7609. Where the Mayor is unable to attend, a member of Council may attend on the Mayor's behalf.

The City may publicize events and activities that have been funded by grants. In such cases, the organizer of events/activities will provide information in a timely fashion upon a request by the City.

Organizations are encouraged to consider options for City acknowledgement and are welcome to propose ideas to the City.

### Contact information

If you have questions, or require graphics, contact the City's Communications Division at [communications@princegeorge.ca](mailto:communications@princegeorge.ca) or 250-561-7727.