

# Community Partnership Program Policy

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| Department:       | Financial Services |
| Policy Number:    | FI-2020-01-27-5    |
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| Council Approval: | January 27, 2020   |

## Policy Statement

It is the policy of the City of Cornwall to have a framework to govern the establishment of partnerships for capital projects between community groups and the City of Cornwall.

## Relationship to the City of Cornwall's Strategic Plan

The purpose of the Community Partnership Program is aligned with the City's Strategic Plan Mission of supporting organizations that enable a financially sustainable community which will care and provide for the needs and values of its residents. The program assists the City in achieving its vision of a welcoming and healthy community.

## Purpose

To provide direction with respect to the development of community partnerships for capital projects between community groups and the City of Cornwall.

## Application

The policy applies to all partnerships between community groups and the City of Cornwall for capital projects. Capital projects are projects of an unusual or extraordinary nature, with a total projected capital cost of at least \$100,000, that will build upon, add to, or improve a capital asset.

## Objectives

The development of community partnerships for capital projects should include one of the following objectives:

1. The development of capital projects that respond to priority needs as identified through the City's capital planning process.

2. The support of community initiatives for the development and improvement of facilities which serve the City of Cornwall.
3. The development of cost-effective capital projects which minimize the City's contributions and leverage funding from other sources.

## **Principles**

Partnerships entered into by the City should support the following principles:

1. The goals of the community group and the City of Cornwall should be aligned with the City's Strategic Plan and should be in the interest of the public.
2. All facilities developed under such partnerships must be open and accessible to all residents of the City of Cornwall.
3. All partnerships should be considered in the planning process for all major capital projects.
4. Funding arrangements with the City are subject to the availability of funding.
5. Partnerships will only be considered where they can be supported by a business plan that indicates that the completed project is sustainable over the long term.

## **Eligibility**

The following conditions for eligibility apply:

1. The community group must be a duly constituted non-profit organization, in good public standing. The group must demonstrate that it has the human resources and expertise to carry out the proposed project in partnership with the City.
2. Proposals may relate to an asset that is owned by the City, built on City owned land, is a Municipal Capital Facility, or to an asset that is operated by a community partner who delivers service(s) on behalf of or to the City.
3. Proposals must be capital projects for equipment, new facilities, major renovations, expansions, or redevelopment. The facility must be within the City of Cornwall.
4. Proposals must not duplicate existing facilities at the same site or within the same service area.
5. A detailed business plan must be submitted with the proposal. The total projected cost of the project must be determined by a professional architect or professional engineer (independent from the community group) and provided in writing to the City. The City reserves the right to require an additional review of the cost estimate, either by an independent consultant or by the City's Engineering Department. Any impact on the City's contribution to future operating and/or capital costs must be included in the plan and will be considered.

## Criteria for Assessment

At a minimum, the following criteria will be considered in assessing the desirability of entering into a proposed community partnership with an eligible community group for an eligible capital project:

1. The extent to which the proposal provides the opportunity for increased community participation.
2. The extent to which the proposal leverages the amount of funding contributed through other sources.
3. The existence of other potential partners and their involvement and contributions to the project.
4. An assessment of the status of the planning and funding for the project, including the prospect and timing of additional funding support from other agencies.
5. The appropriateness of the scale of the proposed project and the financial or other input being requested from the City.
6. The equity and fairness of proceeding with the project in regards to the distribution of expenditures within the City.
7. The track record of the community group, demonstrating an ability to undertake and complete the project.
8. The extent of community support for the project and the degree to which there will be positive benefits to the community.

## City Contribution

The City contribution towards capital projects for City-owned assets will be a maximum of 50% of the eligible capital cost of the project. For projects involving community owned assets, the maximum contribution will be 10% of the eligible capital cost of the project.

The contribution from the City may be provided in one or more of the following ways:

1. A cash grant payment
2. Provision of land by way of gift or long-term lease
3. Services provided in-kind
4. Waiver of municipal fees (if eligible within existing policies)

Approval in principle may be provided for eligible capital projects prior to other funding sources being secured. This may be necessary in order that the organization can apply for funding from other sources. In these cases, the approval will include conditions that must be met prior to the release of any City funds, such as evidence of approval of the application for funding from other sources.

The business plan for each proposed partnership will be analyzed and evaluated by the Finance Department. The results of this analysis, together with recommendations, will be brought to Council in a report.

All Corporate policies and regulations must be followed.

### **Eligible Capital Costs**

The following costs are eligible for cost-sharing under a community partnership:

1. Concept and design costs
2. Construction costs
3. Site development costs
4. Fixed equipment

The following costs are not eligible:

1. Financing costs
2. Fundraising costs
3. Non-fixed furniture and equipment costs
4. Computers and related costs
5. Ongoing repairs, maintenance or renovations in the normal course of operations.

### **Submission of Proposals**

Interested parties will contact the City's Finance Department and a copy of the Community Partnership Program Policy will be provided to them. Requests will be evaluated in accordance with this Policy. Each application must include an estimate of the total project costs, an estimate of on-going operating costs, and proposed funding sources. The proposal must define the program elements, target users, and timelines for the completion of the project.

Administration will bring forward a report to Council. Council will decide whether to enter into the partnership.

### **Accountability and Monitoring**

In order to protect the City from unplanned liabilities and/or costs, a formal partnership agreement must be entered into by the City and the community group. If necessary, the City's legal counsel will review and approve the Partnership Agreement. Administration will monitor the terms of the agreement. The Partnership Agreement will address, at a minimum, the following points:

1. Clauses stating the intentions of each party, shared objectives and outcomes and detailed description of the capital project.
2. Clauses to specify the responsibility for appropriate public liability and property damage insurance.

3. The manner in which funding payments are to be provided, including an appropriate review and approval process.
4. Conditions for safeguarding the City's investment in the capital project should the community group cease to operate or exist during the life of the project.
5. Agreed upon timelines for completion of the capital project.
6. The requirement for reporting will be outlined in the Partnership Agreement.
7. For community owned facilities, clarification that the City assumes no liability for ongoing operational or maintenance funding, unless already being provided by the City.

## **Communication**

Communication requirements must be considered when developing, negotiating, or implementing community partnership arrangements. When informing the public or publishing information about community partnerships, the contributions of all participants must be fairly acknowledged and recognized. Community partners must use the City of Cornwall corporate logo when identifying the City's participation in a community partner initiative.