



OFFICE OF THE
City Auditor

Grant Administration Audit

January 16, 2012

The Office of the City Auditor conducted
this project in accordance with the
*International Standards for the
Professional Practice of Internal Auditing*

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Executive Summary

The objective of this audit was to determine if the City has adequate grant administration practices. We consider adequate grant administration to mean that City staff who administer grants are performing all 13 of our audit criteria during the life cycle of the grant. The audit criteria represent best practices in grant administration during the stages of a grants life cycle. Of the 21 grants we tested, only one grant met all 13 criteria.

We made two recommendations to help improve the adequacy of the City's grant administration practices.

Definition of a grant

We recommended that the Chief Financial Officer, develop a definition of a grant that will enable consistent and effective grant administration practices.

For this audit, we defined a grant as a legal instrument that results in the transfer of money from the City to the public in order to support a public purpose. A grant also has a set of eligibility criteria used to differentiate qualified from unqualified applicants and specific accountability requirements for the recipient.

The City's financial system indicated that the City administered \$91 million in grants in 2010. However, our review of these grants showed that only \$42 million actually met our definition of a grant.

We believe a distinction between grant arrangements and other forms of external funding is important since the nature of the agreement, level of performance monitoring required, and type of reporting required differs for grants when compared to other forms of external funding. As well, without a clear definition of grants, there is a risk that grant awards by the City may be administered inconsistently and ineffectively.

Grant administration policy

We recommended that the Chief Financial Officer develops a policy to guide the administration of grants. The policy should include guidance for all stages in the grant administration life-cycle.

Our review of the grant administration practices used by City staff against our audit criteria shows that there are inconsistencies in the practices used by the different areas of the City. We found that four of the criteria were met by all of the grants. The remaining nine criteria were met by some of the grants, but not all.

We believe the development of and adherence to a grant administration policy will provide the Administration and Council with assurance that City staff are consistently approving and disbursing grant funds in a transparent, credible, and diligent manner. As well, ensuring a consistent approach to grant administration that includes guidance on all the stages in the grant life-cycle will help reduce the risks of the City and the grant recipient not using grant funds for their intended purposes.

Grant Administration Audit

1. Introduction

The City provides a broad range of grants to the public each year. These grants are designed to serve a variety of purposes that include the provision of affordable housing to low-income citizens, investments in communities and community leagues, support for families and seniors, and funding for activities that integrate emerging communities. The Office of the City Auditor (OCA) included an audit of the City of Edmonton's grant administration practices as part of its *2011 Annual Work Plan*. This report sets out the results of the audit.

2. Background

The City's financial system shows that in 2010 the City awarded over \$91 million in grants through 54 grant programs. Table 1 provides a breakdown of the 2010 grants administered by department and branch.

Table 1 – Grant Awards by Department and Branch (2010)

Department	Branch/Area	Number of Grant Programs	Total Value of Grants (in \$000's)
Sustainable Development	Housing & Economic Sustainability	12	\$33,327
	Urban Planning and Environment	4	4,253
	Totals	16	\$37,580
Community Services	Neighbourhood & Community Development	10	\$20,369
	Community Facility Services	5	2,379
	Community Standards	2	465
	Parks	2	41
	Totals	19	\$23,254
Financial Services	Corporate Programs	8	\$16,212
	Boards & Authorities	4	13,742
	Totals	12	\$29,954
Office of the City Manager		7	\$525
	Totals	54	\$91,313

Generally, each City department is responsible for selecting grant recipients, awarding grant funds, and ensuring that the grant recipients achieve the intended purpose of the grants. However, this does not apply to the Financial Services Department. The grants administered by that department actually pertain to funding arrangements between City

Council and the City's Boards and Authorities and with organizations that are part of the City's corporate programs, such as the GO Community Centre. In these instances, City Council selected the recipients and the Financial Services Department only processes the payments. The Financial Services Department is not responsible for ensuring the recipient uses the money as intended. However, it does ensure that the recipient meets any conditions contained in agreements between the City and the recipient prior to disbursing the funds.

Therefore, in 2010 the Sustainable Development Department and Community Services Department administered the majority of the City's grants. Together, they administered 35 grant programs valued at approximately \$61 million. From a branch perspective, the Housing and Economic Sustainability and Neighbourhood and Community Development Branches administered the majority of the dollar value of the City's grants in 2010. Combined, these branches administered 59 percent of the City's grants, valued at approximately \$54 million.

3. Audit Objective, Scope, and Methodology

3.1. Audit Objective and Criteria

The objective of this audit was to determine if the City has adequate grant administration practices. To meet this objective, we assessed the City's grant administration practices against 13 audit criteria. We developed the audit criteria based on research of best practices in grant administration.

Our research showed that an effective process for administering grants follows a life-cycle model with six stages. The model begins with the development of an effective framework and ends with reporting the outcomes of the grants. Appendix 1 describes the stages of the grant administration life-cycle. Table 2, on the next page, shows our audit criteria and which stage in the grant administration life-cycle they relate to.

Table 2 – Grant Administration Audit Criteria

Grant Administration Life-Cycle Stage	Related Audit Criteria
Design and Planning	1. A program document that discusses the purpose, objective, and expected result(s) of each grant award exists.
Pre-Award Activities	2. Grant agreements have clearly defined objectives, terms, conditions, and provisions.
	3. Eligibility criteria are designed to permit an objective assessment of grant applicants.
	4. The public is made aware of grants in a timely manner.
Selection and Approval	5. Grant recipients are selected in accordance with documented criteria.
	6. Approvals are documented and made within established guidelines.
	7. Grant agreements are signed by the appropriate parties before the grant period begins.
Payments and Records Management	8. Authorization for the payment and release of grant funds is documented and supported.
	9. Key documentation related to grant recipients is retained on file.
Performance Monitoring	10. The grant recipient's compliance to the terms and conditions of the grant agreement are monitored.
	11. Comparisons of grant results against grant objectives and/or corporate goals occur and are documented.
Closing and Reporting Procedures	12. Completed grants are finalized and closed-out from the City's systems.
	13. Reports on the outcomes of the grant programs are provided to relevant stakeholders.

3.2. Audit Scope

This was a corporate audit. The scope of this audit included all of the grants that City departments administered in 2010. This included all funds categorized as grants in the City's 2010 Financial Statements. We did not audit individual grantee performance.

We did not include the following funding arrangements in the scope of this audit:

- Technical assistance where services are provided to the public instead of funds.
- Rebates provided to the public as a result of submitted claims.
- Funding administered by the Financial Services Department on behalf of City Council (i.e., arrangements with the City's Board's and Authorities and organizations that are part of the City's corporate programs.)

3.3. Audit Methodology

In order to meet the objective of this audit we assessed a sample of individual grants against the 13 criteria discussed in Table 2. We focused our sample on grants administered by the Sustainable Development and Community Services Departments (departments). These departments administered the majority of the City's grants in 2010, both in terms of total dollar value (\$61 million out of \$91 million) and total grant programs (35 out of 54). We randomly selected 43 grant recipients across both departments ensuring that at least one sample per grant program was selected. See Appendix 2 for a complete list of the funding programs we reviewed.

4. Observations and Analysis

4.1. Definition of a "Grant"

The City does not have a clear definition of what type of funding arrangement represents a "Grant".

For this audit, we defined a grant as a legal instrument that results in the transfer of funds from the City to the public in order to support a public purpose. A grant also has a set of eligibility criteria used to differentiate qualified from unqualified applicants and specific accountability requirements for the recipient.

Our review of the funding arrangements included as "Grants" in the City's financial system found that 51 percent (22 out of 43) of these arrangements did not meet our definition of a grant. These other funding arrangements included as "Grants" were:

- Payments to a specified recipient for a specified purpose, where the recipient is directly selected and approved by Council. The recipients were not required to go through a formal application and selection process which would be the case for a grant award.
- Payments to third party agencies that are responsible for administering the payment, as a grant award, to citizens on behalf of the City. In these arrangements, the grantor/grantee relationship exists between the agency and the citizen, and not between the City and the citizen.
- Payments representing reimbursements for past performance and/or expenses previously incurred.
- Payments to organizations in order to support a public cause with no expectation of accountability for funds used.

A distinction between grant arrangements and other forms of external funding is important since the nature of the agreement, level of performance monitoring required, and type of reporting required differs for grants when compared to other forms of external funding. As well, without a clear definition of grants, there is a risk that grant awards by the City may be administered inconsistently and ineffectively.

Recommendation 1 – Develop a definition of a grant

The OCA recommends that the the Chief Financial Officer develop a definition of a grant that will enable consistent and effective grant administration practices.

Management Response**Accepted**

Action Plan: A clearly established definition of what the City determines to be a "Grant" will enable Financial Services to identify external funding arrangements that require a prescribed level of performance monitoring, reporting requirements, and general financial oversight. The definition of a Grant will be included as part of the Administrative Directive development (Recommendation 2).

Planned Implementation Date: End of Q2 2012

Responsible Party: Branch Manager, Corporate Accounting and Treasury

4.2. Grant Administration Policy

Currently, the City has policies to guide specific grant programs such as the Family and Community Support Services Program and the Retail and Commercial Façade and Storefront Improvement Program Policy. However, the City does not have a policy that guides the administration of all grants.

Our review of the grant administration practices used by City staff against our audit criteria shows that there are inconsistencies in the practices used by the different areas of the City. Table 3, on the next page, shows a summary of the number of grants we reviewed that met or did not meet each criterion.

Table 3 – Summary of Findings by Criteria (grants only)

Stage	Criteria	Criterion Met	Criterion Not Met	Criterion N/A
Design and Planning	1. A program document that discusses the purpose, objective, and expected result(s) of each grant award exists.	21	0	0
Pre-Award Stage	2. Grant agreements have clearly defined objectives, terms, conditions, and provisions.	18	3	0
	3. Eligibility criteria are designed to permit an objective assessment of grant applicants.	21	0	0
	4. The public is made aware of grants in a timely manner.	20	1	0
Selection and Approval	5. Grant recipients are selected in accordance with documented criteria	19	2	0
	6. Approvals are documented and made within established guidelines	20	1	0
	7. Grant agreements are signed by the appropriate parties before the grant period begins.	17	4	0
Payments and Records Management	8. Authorization for the payment and release of grant funds is documented and supported.	21	0	0
	9. Key documentation related to grant recipients is retained on file.	21	0	0
Performance monitoring	10. The grant recipient's compliance to the terms and conditions of the grant agreement are monitored.	9	11	1
	11. Comparisons of grant results against grant objectives and/or corporate goals occur and are documented.	10	8	3
Closing and Reporting Procedures	12. Completed grants are finalized and closed-out from the City's systems.	16	1	4
	13. Reports on the outcomes of the grant programs are provided to relevant stakeholders.	5	14	2

As shown in Table 3, four criteria were met by all of the grants. The remaining nine criteria were met by some of the grants, but not all. Section 4.3 of this report provides additional information on the importance of each criterion and, where applicable, the reasons why certain grants did not meet them.

The City needs a guiding policy that staff can use to consistently administer the City's many different types of grant funding programs. We found that the grant administration practices used by the different areas are often based on staffs previous experience with grant administration and/or their comfort level with grant recipients. Even though there are certain criteria and grant administration life cycle stages that the grants we reviewed are meeting, this policy should still include guidance on grant administration practices relating to each of the stages. The policy should also describe the role of the Financial Services Department in grant administration. Its role should include ensuring grant

administrators receive proper training and guidance on the use of the policy and that they monitor the City's compliance with the policy.

We believe the development of and adherence to a grant administration policy will provide the Administration and Council with assurance that City staff are administering grants in a transparent, credible, and diligent manner. It will also help ensure that the risks of over or under-funding, approving of non-compliant or high-risk projects, and non-achievement of approved objectives are minimized.

Ensuring a consistent approach to grant administration that includes guidance on all the stages in the grant life cycle will help reduce the risks of the City and the grant recipient not using grant funds for their intended purposes.

Recommendation 2 – Develop a grants administration policy

The OCA recommends that the Chief Financial Officer develops a policy to guide the administration of grants. The policy should include guidance for all stages in the grant administration life cycle.

Management Response

Accepted

Action plan: To establish consistent practices utilized by various departments related to grants administration and to clearly articulate the roles and responsibilities, the Financial Services department will facilitate the development of an Administrative Directive and Procedure. In order to capitalize on the audit points related to the grants administration life cycle as well as the good practices already in place, a coordinated approach will be used in the creation of the directive/procedures. A multi-departmental team will be established to ensure the best practices in grants administration are considered, to ensure synergy with existing practices, and to coordinate the training and compliance aspects related to the new policy. The policy work will commence early in the new year with a draft to be presented to CLT by the end of Q2 2012.

Once the Policy is approved, Financial Services will initiate a process by which compliance with the policy is monitored.

Planned Implementation Date: End of Q2 2012 for Directive approval, end of Q4 2012 to facilitate training and compliance monitoring.

Responsible Party: Branch Manager, Corporate Accounting and Treasury

4.3. Observations by Criteria

This section of the report provides additional information on the importance of each of our criteria as a step in the administration of grant awards. This section also includes, where applicable, the reasons why certain grants we sampled did not meet the criteria.

4.3.1. Design and planning stage

Criteria 1 – A program document that discusses the purpose, objective, and expected result(s) of each grant award exists.

All of the grants we sampled met this criterion. This is an important step in grant administration because without a documented purpose, objective, and expected result for each grant program, there is a risk that staff may administer the grant inconsistently within the program and that recipients do not use the grant funds for the intended purpose.

4.3.2. Pre-award activities stage

Criteria 2 – Grant agreements have clearly defined objectives, terms, conditions, and provisions.

Three of the grants we sampled did not meet this criterion because they did not have grant agreements or any other official document linked to the objectives, terms and conditions of the grant. Some of the grants we sampled had declarations on the applications that specifically required the grant recipient to sign-off and confirm they will use the funds appropriately. We considered these to be grant agreements.

Grant agreements that clearly set out the intended use of grant funds are critical to grant administration since they hold grantees legally accountable for the proper use of grant funds. Without such documents it would be difficult for the City to recover any misused funds, as there is no legal document setting out how the funds are to be used.

Criteria 3 – Eligibility criteria are designed to permit an objective assessment of grant applicants.

All of the grants we sampled met this criterion. Eligibility criteria used to select grant recipients should be objective in order to prevent the perception of bias when assessing grant applications. It also allows staff to objectively assess the ability of applicants to carry out the intended goals of the grant, which is essential for effective grant administration.

Criteria 4 – The public is made aware of grants in a timely manner.

One of the grants we sampled did not meet this criterion because due to time constraints, the City limited the grant award to existing clients. The risk of not informing the public of grant awards is reduced transparency and accountability for public funds used. For the grants that did meet this criterion, we observed that staff used the City's

website, news releases, and publications to communicate the availability of grant awards.

This is an important step in grant administration because it helps ensure that the City is providing the public with an equal opportunity to compete for grant awards. It can also help increase the pool of candidates capable of fulfilling the goals of the grant.

4.3.3. Selection and approval stage

Criteria 5 – Grant recipients are selected in accordance with documented criteria.

Two of the grants we sampled did not meet this criterion because staff did not complete the checklists that assess the grant applicant's eligibility. Not selecting grant recipients based on documented criteria may lead to the City issuing grants to ineligible recipients. For the grants we sampled that met this criteria, we observed several useful methods to facilitate this process including the use of weighted criteria and scoring forms to document the selection of grant recipients.

Selecting candidates in accordance with documented criteria promotes effective grant administration since it provides reasonable assurance that staff will select the most qualified candidates. It also provides evidence for grant decisions which enhances the transparency of the selection process.

Criteria 6 – Approvals are documented and made within established guidelines.

One of the grants we sampled did not meet this criterion because it did not have a final approval letter for the grant payment. In the absence of documented approvals, there is a risk of issuing excess funds to grant recipients. A good example of documented approvals was the use of a formal letter to the grant recipient advising them of the award, amount, and purpose of the award. This letter was typically signed off by the Branch Manager and/or the Director. Such a letter substantiates the release of grant funds to the recipient and at the same time reminds the recipient of their responsibilities, both of which are necessary to support accountability for funds used.

Obtaining approvals from senior management is an important step in grant administration because it ensures they are in agreement with staff on the eligibility of the grant recipient and the grant recipient's ability to meet the goals and objectives of the grant program.

Criteria 7 – Grant agreements are signed by the appropriate parties before the grant period begins.

Four of the grants we sampled did not meet this criterion because there either was no agreement or the agreement was signed after the grant term began.

This is an important step in grant administration because signing agreements with grant recipients prior to the grant term provides assurance that the recipients will be

committed to meeting the goals of the grant before the grant term begins. Further, it mitigates the City's risk in terms of legally recovering misused grant funds from grant recipients.

4.3.4. Records management stage

Criteria 8 – Authorization for the payment and release of grant funds is documented and supported.

All of the grants we sampled met this criterion. This is an important step in grant administration because the risk of not documenting and supporting the authorization of payments is the potential loss of grant funds should the recipient misuse them. This would negatively impact the City's accountability for public funds.

Criteria 9 – Key documentation related to grant recipients is retained on file.

All of the grants we sampled met this criterion. We considered key documentation to be:

- The recipient's grant application.
- The recipient's grant agreement.
- Authorizing letters approving the selection of the recipient.
- Copies of payments made to the grant recipient.
- Documented examples of monitoring activities used to assess the recipient's compliance to the terms of the grant.

We assessed the criteria as met if the City retained the recipient's application and any two of the other four documents. However, we felt that excellent documentation came from those areas that retained all five documents. This is because together, the five documents provide greater accountability in substantiating the selection, approval, agreement, and payment made to the recipient. As well, they demonstrate documented efforts made by staff to monitor the recipient's compliance to the terms of the grant award.

4.3.5. Performance monitoring stage

Criteria 10 – The grant recipient's compliance to the terms and conditions of the grant agreement are monitored.

Eleven of the grants we sampled did not meet this criterion because monitoring activities did not occur, or when they did, staff were unable to provide documented evidence to support it.

Of the grants we sampled that met this criterion we observed the following types of monitoring activities:

- Staff visited the recipient's organization and/or event and included documented evidence of the visit in the recipients file.

- Staff attended the recipient's board meetings in order to assess their activities in relation to the grant terms and included document evidence of the meeting in the recipients file.

We identified one non-applicable sample. This sample pertained to a grant that was in the beginning phases of its term. We would not expect to see any documented evidence of monitoring at this point in time.

Monitoring the grant recipient's compliance to the grant agreement is a critical step in grant administration because it enables the City to identify and address any challenges the grant recipient may be having during the term of the grant. It also allows the City to ensure the recipient is using the grant funds as intended. Further, documenting this process facilitates the City's ability to assess the effectiveness of its grant programs in the future.

Criteria 11 – Comparisons of grant results against grant objectives and/or corporate goals occur and are documented.

Eight of the grants we sampled did not meet this criterion. Seven of them had inadequate monitoring which effectively inhibited staffs' ability to make documented comparisons of the recipients' results against the objectives of the grants. In the eighth sample, staff relied on the recipient's year-end report to make comparisons; however, we found that the report was inadequate to determine how the recipient used the funds specific to this grant. When this criterion is not performed there is a lack of evidence to demonstrate the City's accountability for use of tax payer dollars.

There were also three non-applicable samples. The grant terms for these samples had not ended at the time of the audit. Therefore, we would not expect this criterion to be met.

Documenting and comparing grant results against grant objectives and/or corporate goals are essential to grant administration because it allows management to assess the effectiveness and efficiency of the grant program based on the actual results of grant activities.

4.3.6. Reporting the outcomes stage

Criteria 12 – Completed grants are finalized and closed-out from the City's systems.

One of the grants we sampled did not meet this criterion because staff failed to complete procedures required to close out the file. In the samples that did meet this criterion we observed close-out methods that included the use of checklists to close out files and databases and the requirement that staff update the status of the file to "closed" for completed files.

We found that this criterion was not applicable to four samples because their grant terms had not ended at the time of this audit.

Formally closing out grant recipients from grant systems and/or files is an important step in grant administration because it allows the City to ensure that it has addressed and resolved any outstanding issues with the recipient. It also prevents the potential risk of overpaying grantees.

Criteria 13 – Reports on the outcomes of the grant programs are provided to relevant stakeholders.

Fourteen of the grants we sampled did not meet this criterion because formal reports were not provided to stakeholders on the outcomes of their grant programs.

Of the grants we sampled that did meet this criteria the types of reporting ranged from brief summaries on the City's website of the results of grant activities against the goals of the grant program to formal Council reports which detailed the achievement of specific outcomes in relation to actual grant activities.

We observed two samples that were not applicable. This was because their grant terms were scheduled to end in the near future (i.e., in 2011 or 2012); therefore, reporting would not occur until that time.

Reporting the outcomes of grant programs to relevant stakeholders is critical to grant administration because stakeholders are informed of how grant funds were used and what improvements, if any, should be made to grant programs. In the absence of such reports, Council and other stakeholders will be unable to know if the grant programs are achieving the results they were intended too. This, consequently, would negatively impact the City's accountability to the public for the use of public funds.

4.4. The City's Good Practices in Grant Administration

Throughout our audit we observed good practices in grant administration that are already in place in different areas of the City. We feel that Administration can use these practices to help guide the development of a grant administration policy.

(Recommendation 2)

Grants Administration Framework

The Housing and Economic Sustainability Branch is implementing the *Housing Accountability Framework* to guide the administration of grants in that area. Branch staff designed the framework to ensure that strong accountability controls exist when administering grants, particularly at the pre-award, selection and approval, and performance monitoring stages. The *Housing Accountability Framework*, once fully implemented, will support consistency and accountability in the way the Housing and Economic Sustainability Branch administers grants.

Centralized databases

Certain units within the Housing and Economic Sustainability Branch are using a computer system to track and store grant recipient information. This includes the application, approval letters, payment schedules, etc. We found that this system provides an efficient way to administer and manage an entity's grants.

Accountable agreements

The funding agreement for the Edmonton Humane Society operating grant contains specific performance measures that the City will use to evaluate the Society's effectiveness in using the funding. Although this funding agreement does not fit our definition of a grant, as the Humane Society was directly selected by Council to obtain this grant, the performance measures in the agreement are still a good practice for grant agreements. They ensure the recipient is fully aware of the requirements for the use of the grant funding and provide the City with a mechanism to ensure the accountability of the recipient to use the funds as it was intended.

Selection and approval

In the Neighbourhood and Community Development Branch, we observed the use of an exceptional selection matrix. Branch staff use the matrix to track and rank applicants based on how well their applications met the priorities of the grant program. Branch staff pre-weight the priorities and allot a final score to the potential recipients. The matrix also provides room for staff to document their recommendations and any concerns. This method of selection is effective in reasonably ensuring that selected applicants are able to meet the intended goals of the grant.

5. Conclusion

The objective of this audit was to assess the adequacy of the City's grant administration practices. We consider adequate grant administration to mean that 13 best practices in grant administration are being met for each grant administered. Of the 21 grants we tested only one met all 13 criteria. Therefore, we made two recommendations to help improve the adequacy of the City's grants administration practices.

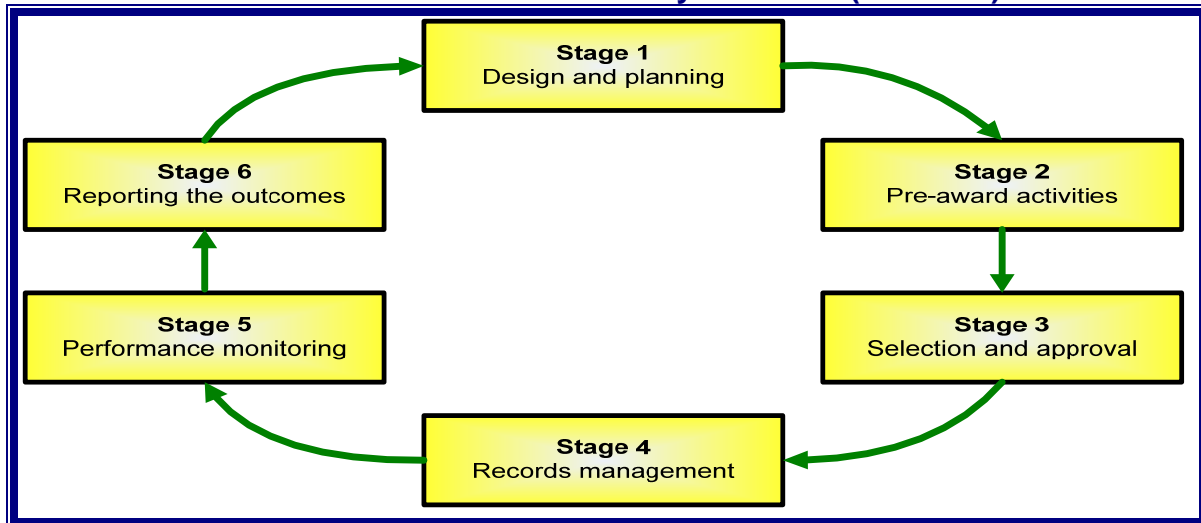
We recommended that the City develop a common definition of a grant. Many of the grant programs administered by the City are, in substance, not grant arrangements. We feel that the distinction between grant arrangements and other forms of external funding is important since the nature of the agreement, level of performance monitoring, and type of reporting required differs for grants when compared to other forms of external funding.

We also recommended that the City develop a policy to standardize the administration of grants in a consistent and accountable way. Our findings clearly highlight that City staff are not administering grants consistently and that some of the existing practices do not always lend themselves to accountability for grant funds used. We also highlighted some areas where City staff are using good practices to administer grants. Administration should use these to help guide in the development of the policy.

We would like to acknowledge and thank the City staff, branch managers, and general managers who worked with us to complete this audit and ensure the accuracy of the results.

Appendix 1 – Grant Administration Life Cycle

Grant Administration Life Cycle Model (Modified)



Stage 1 – Design and planning

A framework for effective grant administration is established. This includes the creation of policies and procedures to guide grant administration behavior in the entity, the development of information systems to monitor grant programs, the development of performance measures to assess grant programs, and the provision of ongoing training to grant administration staff.

Stage 2 – Pre-award activities

Common pre-award activities include the development of clear agreements, eligibility criteria, and the communication of grant awards to the public.

Stage 3 – Selection and approval

Grant recipients are selected and approved grant agreements are formalized.

Stage 4 – Records management

Information about grants and grant recipients are organized to permit easy retrieval and analysis.

Stage 5 – Performance monitoring

Appropriate performance measures and benchmarks are identified at the outset and actual performance compared to pre-established benchmarks.

Stage 6 – Reporting the outcomes

Grantors report the outcomes of grant activities to their stakeholders in order to account for the use of public funds.

Appendix 2 – Funding Programs Reviewed

No.	Program	2010 Value
Community Services Department – Community Standards Branch		
1	Community Standards Grant	\$42,395
2	Edmonton Humane Society	\$422,110
Community Services Department – Community Facility Services Branch		
3	Seniors Transportation Grant	\$50,000
4	Service to Seniors Grant	\$1,354,240
5	Operating Grant – Wildlife Rehabilitation	\$500,000
6	Operating Grant – Artifacts Centre	\$220,000
7	Operating Grant – Edmonton Heritage Council	\$255,000
Community Services Department – Neighbourhood and Community Development Branch		
8	Family & Community Support Services (FCSS)	\$15,280,167
9	Operating Grant – Edmonton Arts Council	\$819,493
10	Community Investment Grant	\$2,915,749
11	Emerging Immigrant & Refugee Communities Grant	\$520,180
12	Operating Grant – REACH Edmonton Council	\$321,000
13	Special Request – Operating Grants	\$51,967
14	Great Neighbourhoods Revitalization Grants	\$230,856
15	Operating Grants	\$210,177
16	Community Incentive Grant	\$9,710
Community Services Department – Parks Branch		
17	Community Horticulture Initiatives – Communities in Bloom	\$30,000
18	Community Horticulture Initiatives – Startup Funding for Community Gardens	\$11,434
Sustainable Development Department – Urban Planning and Environment Branch		
19	Façade and Storefront Improvement	\$213,641
20	Art and Public Design	\$60,000
21	Boyle Renaissance – YMCA Welcome Village	\$3,000,000
22	Heritage Conservation	\$978,867
Sustainable Development Department – Housing and Economic Sustainability Branch		
23	Cornerstones – New Construction	\$18,151,559
24	Cornerstones – New Construction - Inclusionary	\$1,815,988
25	Cornerstones – Purchase Renovate	\$2,326,504
26	Cornerstones – Rent Supplement - Fixed	\$2,040,520
27	Cornerstones – Rent Supplement - Direct	\$2,284,680
28	Cornerstones – Transitional - Homeward	\$2,476,956
29	Cornerstones – Secondary Suites – New/New	\$226,620
30	Cornerstones – Secondary Suite – New/Existing	\$1,004,670
31	Cornerstones – Secondary Suite – Existing/Existing	\$1,173,849
32	Edmonton Homeward Trust Fund	\$1,238,000
33	Social Housing	\$435,743

Note – The total number of grant programs for these two departments is 35. We excluded one grant program from each department because one was a rebate program and the other was a payment made on behalf of an organization that did not have its bank account established at the time the payment was required.