



Targeted Sector Support (TSS) Initiative

Cost-shared Grant Application Guide

Winter 2020-21

This guide has been created to describe the cost-shared grants under the TSS Initiative, determine eligibility and assist applicants in filling out and submitting a complete application. The guide describes the purpose of the TSS Initiative and what the evaluation committee is looking for in each application. The guide provides a line by line description of each element in the application form. This guide will assist the applicant in filling out the form correctly and to understand what is important in the scoring process.

Please keep in mind that approval of the cost-shared grant depends considerably on the applicant's ability to complete the application as comprehensively and accurately as possible.



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A. What is the Targeted Sector Support (TSS) Initiative?

Targeted Sector Support (TSS) is a portion of Municipal Revenue Sharing (\$1.5 million per fiscal year) used to encourage inter-community collaboration, help build capacity and promote good governance in all Saskatchewan municipalities. The funds are used to support projects that help advance the priorities set by the Steering Committee.

The Steering Committee consists of representatives from the Saskatchewan Association of Rural Municipalities (SARM), the Saskatchewan Urban Municipalities Association (SUMA), the Saskatchewan Association of Northern Communities (New North) and the Ministry of Government Relations.

The TSS Initiative provides cost-shared grants for projects undertaken by two or more Saskatchewan communities which lead to:

- improved inter-community relationships & co-operation
- enhanced governance & administration
- increased governance & administrative capacity
- assistance for municipal transitions

The TSS Initiative has been established to improve the viability and long-term sustainability of municipal governments by providing funding support for projects which meet the above goals.

B. Eligibility

The TSS Steering Committee is looking for project applications by partnerships of two or more Saskatchewan communities willing to work together to improve co-operation, capacity, administration and governance. The cost-shared grant program has been designed to provide funding towards projects which are intended to 'change the status quo' and advance inter-community collaboration and municipal government capacity development. Applicants are encouraged to think about projects which maximize the potential for change.

Applications for the cost-shared grant **must be submitted** by a municipal government established by or under provincial statute. Applicants **must** partner with other communities on proposed projects.

Other communities may include, but are not limited to, other municipalities, regional committees, district planning commissions, First Nations, organized hamlets, parks, etc.

Projects which are **ineligible** include: **economic development projects, tourism development projects, infrastructure projects, engineering studies, capital projects** or any other projects that are **normal municipal operations** and, at the discretion of the Steering Committee, do not justifiably advance the TSS Initiative's objectives.

Applicants will be asked to provide a cost breakdown in their application. Eligible and ineligible costs include (not exhaustive):



Eligible	Ineligible
Costs incurred between the project approval date and the project completion date, as set out in the Funding Agreement.	Costs incurred before project approval, and any and all expenditures related to contracts signed prior to project approval.
All costs that are considered to be direct and necessary for the successful implementation of an eligible project, excluding those identified as ineligible.	Costs incurred for cancelled projects.
	All capital costs.
	Any overhead costs, including salaries, remuneration, honorariums, per diems and other employment benefits of any employees of the recipient and their community partners, in relation to the activities normally carried out by employees.

Legislative compliance, such as the Municipal Revenue Sharing Eligibility Requirements, may be a consideration of the TSS Steering Committee when screening applications.

C. Application Intake


The TSS Initiative will be accepting applications until **5:00 pm on March 5, 2021**. Unapproved applications from previous intakes may be re-submitted as a new application for the same project, provided that grant eligibility requirements are met.

For this intake period, a municipality will be limited to **one application as the lead applicant**. Municipalities that are applying as a lead applicant in this intake period **CAN however be a partner on other projects**.

D. Project Funding

The grant program is based on **four (4)** funding streams, as outlined below. Each stream offers funding up to a specified maximum amount. The maximum amount increases between streams due to complexity, potential for increased costs and ability of project to impact the normal business operations for municipalities. For example, Stream 1 – Dispute Resolution & Relationship Building, is eligible for a smaller amount of funding than Stream 4 – Municipal Transition. This is because Stream 4 is more complex, has higher potential costs and has the greatest potential to change the status quo.

The TSS Initiative will provide funding assistance on a cost-shared basis. **For successful projects, the TSS Initiative will offer 75% of the project's eligible costs to the specified maximum amount in each stream, as funds are available.** This means that project partners will be required to contribute 25% of the eligible costs. Partners may use funding from other grant programs towards their portion of eligible costs, if the other grant program allows it.



	Stream 1	Stream 2	Stream 3	Stream 4
	Dispute Resolution & Relationship Building	Capacity Building	Regional Co-operation	Municipal Transition
Goal	Foster improved relationships between communities and create a co-operative spirit.	Enhance capacity in communities for overall administration, governance and understanding.	Support communities to work together to create joint or sharing of resources between communities.	Communities adapt to change and are supported in transitions that lead to overall better service delivery and governance.
Outcome	Projects resolve issues and/or build relations to support communities working together on joint initiatives such as capacity building and regional planning.	Projects increase and/or strengthen the capacity of municipal leaders, administration and partners or strengthen the municipalities' understanding of their capacity needs.	Projects promote cooperative and regional initiatives between two or more communities, which strengthen municipal governance and/or administration capacity.	Projects support the restructuring and transition of municipalities to achieve greater sustainability, capitalize on economies of scale and realize opportunities.
75% of eligible expenses to a max of	\$15,000	\$25,000	\$75,000	\$100,000
Examples	<ul style="list-style-type: none"> • Mediation • Facilitation • Engagement • Memorandums of Understanding 	<ul style="list-style-type: none"> • Governance Training • Administration or governance capacity building workshops • Inter-community administrative training • Efficiency seminars • Training manuals that advance governance and administration 	<ul style="list-style-type: none"> • New district Official Community Plan and Zoning Bylaws • Feasibility Study for regional co-operation • Joint-emergency management plans • Joint growth management plans • Engagement strategy for regional co-operation • Joint strategic plan • Regional cost recovery study 	<ul style="list-style-type: none"> • Feasibility study for Municipal District • Asset study towards establishing Municipal District • Restructuring agreement study • Explore feasibility of boundary alteration • Joint municipal transition plan

If a project does not fit with at least one of the four funding streams, it is likely not an eligible project for TSS Initiative funding.

E. Council/Administration Support

In part 4 of the application, the **applying municipality must provide a Council Resolution number or Administration Bylaw number**, whichever is applicable, in order to confirm that the grant application is supported and authorized by their council or a delegated municipal administrator. This provides recognition that there is a legitimate commitment to the project and that the applicant's share of the project's costs stem from an approved funding source.

For similar reasons, part 1 of the application requires the applicant's declaration that its community partners are also supportive of the grant application.

F. Filling out the Application

Use the following information to complete and submit an application for projects that fit the eligibility criteria of the program, and that the applicant and its partners would be prepared to complete in the next two years (2021-2023).

The application is available online at <https://survey.alchemer-ca.com/s3/50066574/4eebb11a29fb>

Introduction	
	Carefully review the statements in this section.
Part 1 – Applying Municipality Information	
Q 1	Applying Municipality Name: Enter legal name of municipality as it appears on incorporation documents or similar legal documents (<i>e.g. Town of Test, R.M. of Test No. 99999</i>).
Q 2	Contact Name: Enter the given and family name of a contact that represents the applying municipality. This person will be the primary contact for the project.
Q 3	Contact Position/Title: Enter the title of the contact person. This person must be authorized to submit the application on behalf of the applying municipality. (<i>e.g. City Manager, Administrator</i>)
Q 4	Street or P.O. Box No.: Enter the street address or box number used for the applying municipality's mail deliveries.
Q 5	City/Town/Village: Enter the location used for the applying municipality's mail deliveries.
Q 6	Postal Code: Enter the postal code used for the applying municipality's mail deliveries.
Q 7	Email Address: Enter a preferred email address of the applying municipality. Email will be the primary method of contact.
Q 8	Primary Contact Number: Enter the phone number of the contact of the applying municipality.
Q 9	<p>Community Partners: Please indicate if community partners will be involved in the project. Community partners may include the following: other municipalities, regional committees, district planning commission, First Nations, organizations, organized hamlets, parks, etc.</p> <p><u>If yes is selected</u>, you will be asked to indicate how many community partners there are, followed by questions about each community partner, including their name, role and financial contribution to the project and commitment to the project.</p> <p><i>Reminder: You will also be asked to check a box declaring, on behalf of each community partner, whether or not the governing body or delegated municipal administrator, whichever is applicable, of EACH community partner is supportive of and has authorized their shared role, including financial contribution, in this cost-shared grant application. If an affirmative declaration is not selected, this might impact the application's eligibility.</i></p> <p><u>If no is selected</u>, with respect to the declaration of support, you will be asked to provide reasoning.</p> <p><i>Note that in the event of an audit, community partners' resolution numbers, administration bylaw numbers or letters of support, whichever are applicable, could be subjects of examination. Please ensure that all supporting documents are kept on file.</i></p>

	<p>If no is selected, with respect to the involvement of community partners, please explain why not.</p> <p><i>Note: A minimum of at least 1 community partner is an eligibility requirement of the cost-shared grant.</i></p>
<h2>Part 2 – Project Information</h2>	
Q 10	<p>Project Title: Enter a brief, but descriptive single-sentence title for the project. Do not include applying municipality name. (e.g. <i>Training session on ____ [topic] for neighboring communities; Feasibility study for becoming a municipal district</i>).</p>
Q 11	<p>What is the nature of the project? Please indicate the nature of the project, based on the categories below.</p> <p>New Project – refers to the beginning, planning and implementation of an entirely new project (e.g. <i>bringing municipalities together to discuss the feasibility of a municipal district, when it has not been discussed before</i>). If selected, please describe how this new project will advance the normal business operations of the communities involved.</p> <p>Enhancement of Existing Project – refers to a continuing project that could be advanced (e.g. <i>advancement of an established planning district</i>). If selected, please give a brief description of the status of the current project and how this funding will assist in moving the project forward.</p> <p>Other – If ‘other’ is selected, describe the nature of the work.</p>
Q 12	<p>Project Description and Objectives: Enter a clear and concise description of the project, including its main components. For example:</p> <ul style="list-style-type: none"> • <i>Seek out and hire a facilitator to complete a 1-day governance training, involving different municipal councils in the central part of the province.</i> • <i>Conduct a feasibility study for X number of municipalities to become a municipal district.</i> <p>Detail the project’s primary objectives. For example:</p> <ul style="list-style-type: none"> • <i>To better equip council members with the tools required to govern their organization with confidence.</i> • <i>To analyze, through economic, political, technical and legal lenses, whether transitioning municipalities towards a new governance structure will lead to operational efficiencies and economies of scale for the municipalities under consideration.</i>
Q 13	<p>Funding Streams: This question is designed to align your proposed project with the TSS Initiative funding streams. Each stream has a specific outcome. Select the funding stream which best fits with your project. Only one main funding stream can be chosen. Be sure that your project aligns with the outcome outlined for that funding stream. See Section D of this guide for more information.</p> <p><i>Projects that will not be considered (not exhaustive) for this application include: economic development, tourism development, infrastructure, engineering studies, capital projects or projects that are normal municipal operations and do not justifiably advance the TSS Initiative’s objectives.</i></p> <p><u>Step 1.</u> Select the funding stream that best fits your proposed project (refer to Section D of the application guide for description of funding streams).</p> <p><u>Step 2.</u> Explicitly describe how your project will meet the selected funding stream outcome (refer to Section D of the application guide for funding stream outcomes).</p> <p><u>Step 3.</u> Explain how the project’s outcome, in relation to the funding stream, will be measured.</p> <p><u>Step 4.</u> Answer stream-specific questions justifying the need for this project.</p>
Q 14	<p>Does your project include elements from another funding stream? It is possible that your project has elements from more than one funding stream. If this is the case, please list that stream and how your project will meet the outcomes of that stream. Information for all of the streams can be found in Section D of this guide. The application will be reviewed for eligibility under all funding streams, if applicable.</p>

Part 3 – Project Costs and Implementation

Q 15	<p>Project Costs: Please provide information on the project costs, including a cost breakdown.</p> <p>The application has listed some potential cost categories that projects may include. Insert the amount of the cost in each category, then describe the cost further. You have the option to add additional expense descriptions by clicking “Add Another Project Cost”. Each project cost category should have its own description.</p> <p><i>For example:</i></p> <ul style="list-style-type: none"> • <i>Contract Fees may include fees for contracted service providers such as mediator, facilitators, planners etc.</i> • <i>Project Supplies may include supplies such as flipchart paper and markers to host a regional forum.</i> • <i>Facility Rental may include the rental of a town or community hall.</i> • <i>Advertising/Promotion/Communications may include the costs of keeping the public informed of the project, if needed.</i> • <i>Operational expenses may include expenses related to accounting, insurance, utilities etc. Be sure to include in your description how this expense is NOT normal business practice for the community partners.</i> • <i>Other Eligible Expenses may include other expenses as listed in section B of this guide.</i> <p>Note that project cost information must not include ANY costs incurred before official grant approval.</p> <p>In accordance with Section J of this application guide, the Steering Committee will strive to review all applications and provide an official application status within 90 days following the application intake deadline.</p> <p>The funding of the project will be cost-shared between the TSS Initiative and communities, as described in this guide.</p>
Q 16	<p>Have any costs been incurred or contracts awarded for this project to date? If yes is selected, please list the expense type and the cost incurred.</p>
Q 17	<p>Have you received any formal quotes or estimates for any of the above costs? If yes is selected, please upload copies of them here.</p>
Q 18	<p>When were the cost estimates provided or last updated? For the project costs listed in Q 15 of the application, choose a timeframe of when they were provided or last updated for this project.</p>
Q 19	<p>Have you received funding for this project from a provincial government source in the past year? If yes is selected, please elaborate on the type and amount of funding received.</p>
Q 20	<p>Please provide the following implementation details. Provide your actual or forecasted start and end dates for the project.</p>

Part 4 – Council / Administration Support

Q 21	<p>Does Council and/or administration support this cost-shared grant application? If yes is selected, you will be asked to provide a corresponding council resolution number or an administration bylaw number, whichever is applicable, confirming the support and authorization of this application by your council or a delegated municipal administrator.</p> <p><u>If no is selected</u>, you will be asked to provide reasoning.</p> <p><i>Note: It is mandatory, for application eligibility, to provide an affirmative declaration of council/administration support, as well as the corresponding numbers.</i></p>
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Part 5 – Attestation / Authorization

Q 22	Review the statements in this section. Click on the selections and sign this section if you agree to these statements.
Part 6 – Review Application Responses	
	<p>This page will allow you to review your responses before you submit them. You also have the option to download a PDF copy of this application for your records.</p> <p>You must click the submit button at the bottom of this page for your application to be accepted. Once you hit submit, you will no longer be able to make changes to your application.</p>
Thank You Page	
	If you are seeing this page, your application has been successfully submitted. You should also receive an email confirming your submission. If you do not see this email in your inbox, please check your spam or junk folders.

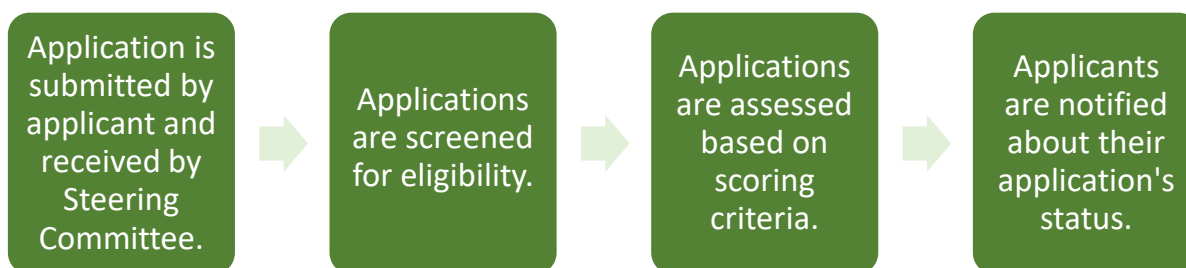
G. Application Evaluation and Scoring

Applications will be awarded points based on the following scoring criteria. Applicants are encouraged to clearly demonstrate how their project will meet this criteria in their applications. Preference will be given to projects that have clearly demonstrated how their project aligns with TSS's intended outcomes and the impact the project will have on all partners.

Scoring Criteria:

- Overall quality and completeness of the applicant's responses
- Extent to which the project aligns with the funding stream outcomes
- Justification for how the project advances normal municipal business operations
- Feasibility of attaining the project's objectives in relation to the actual or projected timelines
- Evidence of council or administration support

Applications will be processed through the following steps:



H. Reporting

The TSS Steering Committee will require a report from the lead applicants on all successful projects. Reporting requirements will be clearly outlined in the Funding Agreement signed by the lead applicant and the TSS Steering Committee. For each application, reporting includes:

Project Report – this report will be provided upon substantial completion of the project. It must include a summary of the completed project, issues associated with the project, an assessment of project outcomes as they relate to the objectives of the TSS initiative, a description of how outcomes were measured and a list of project expenditures supported by consultant reports.



I. Funding Agreement

Successful applicants will be required to enter into a Funding Agreement with the TSS Steering Committee. The Funding Agreement will include terms and conditions for using the TSS Initiative funds. Payment will be distributed according to the payment and reporting schedule of the Funding Agreement, and is based on the total funding amount.

Recipients of TSS Initiative funding must ensure that contracts will be awarded in a way that is fair, transparent, competitive and consistent with value-for-money principles, and if applicable, in accordance with international and domestic trade agreements. These trade agreements, include, but are not limited to: the *Canadian Free Trade Agreement*, the *New West Partnership Trade Agreement*, and the *Canada-European Union Comprehensive Economic and Trade Agreement*.

J. Application Status

Applicants will receive notice of their application status within 90 days following the intake deadline.

For assistance or more information, please contact:

info@targetedsector.ca