
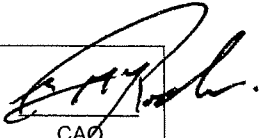


COUNCIL AGENDA/INFORMATION		
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 Director	 CAO
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750 – 17TH STREET, WEST VANCOUVER, BC V7V 3T6

Attachments for Item 4
Provided Under Separate Cover

COUNCIL REPORT

Date: June 24, 2008 File: 0117-20 CGNS
 From: Anne Mooi, Manager, Social Services
 Subject: **Community Grants/Social Services Working Group Recommendations: Strengthening Social Support Systems in West Vancouver – “Blueprint for Social Responsibility and Change – A Framework for a Social Action Plan”.**

RECOMMENDED THAT:

1. Staff be directed to bring forward a Social Action Plan using the “Blueprint for Social Responsibility and Change – A Framework for a Social Action Plan”, developed by the Community Grants/Social Services Working Group.
2. Staff be directed to implement improvements to the community grants application and adjudication process, using the recommendations from this report.

Purpose

The purpose of this report is to provide Council with a “Blueprint for Social Responsibility and Change – A Framework for a Social Action Plan” (Appendix A), which outlines the Community Grants/Social Services Working Group’s (CGSSWG) recommendations on strengthening community social support systems and ensuring that social issues are considered an integral part of long term planning for sustainability in West Vancouver.

1.0 Background

1.1 Prior Resolutions

March 20, 2006 - “THAT the consultant’s report entitled ‘North Shore Municipal Support for Community Social Services: Opportunities for Collaboration’ be referred for review and comment to:

- (a) Staff;
- (b) The Community Services Advisory Committee; and
- (c) North Shore Social Service Agencies through the Interagency Network;

And that input received is referred back to Council for appropriate action.”

October 1, 2007 - That Tax Exemption Bylaw No. 4524, and related reports on Permissive Tax Exemptions and associated Finance and Audit Committee Recommendations be forwarded to the Community Grants/Social Services Working Group for consideration and comment.

1.2 History

In 2004, a Tri-Municipal subcommittee was formed to examine ways of streamlining the community grant process.

In 2005, the District of West Vancouver and the City and District of North Vancouver commissioned a study 'North Shore Municipal Support for Community Social Services: Opportunities for Collaboration' to document current municipal support for community social services in the three municipalities and to explore ways of improving support, including identifying opportunities for better collaboration among the municipalities.

The resulting study (Appendix B) was received by the North Shore Councils in 2006 and referred by each to staff, advisory committees and the Interagency Network for review and comment. (The collective response from the Interagency Network is attached in Appendix C).

In spring 2007, the CGSSWG was formed by Council to strengthen community social support systems and ensure that social issues are considered an integral part of long term planning for community sustainability.

The mandate established through Council was to:

1. Review and address the recommendations made through the Tri-Municipal 'North Shore Municipal Support for Community Social Services Study';
2. Develop an innovative and sustainable social services delivery model; and
3. Review and make recommendations on Community Grants.

In the fall of 2007, the CGSSWG was given the additional task of reviewing and commenting on the Permissive Tax Exemption Bylaw No. 4524.

Since the Working Group was established, it has undertaken the following:

- Examined the 'North Shore Municipal Support for Community Social Services Study' and reviewed recommendations provided in the consultants report and associated feedback from the community;
- Researched Best Practices regarding social services delivery in other provinces and countries;
- Held a 'Community Services Providers Forum' on September 25th, 2007 with representatives from thirty-three organizations discussing how the District could improve its social services delivery framework (Appendix D).

- Adjudicated 2007/2008 grants and reviewed the Community Grants application process;
- Reviewed the Permissive Tax Exemption Bylaw No 4524.

Using the above research and consultations, the Working Group has developed a series of recommendations to fulfill their mandate.

2.0 Policy

2.1 District of West Vancouver Official Community Plan (2004) Social Planning: Health, Wellness, Social Services

1. Within fiscal and statutory limits, work with the Vancouver Coastal Health Authority, School District #45, senior levels of government, private and not-for-profit service providers and community agencies to identify and address social needs and issues and to maximize the efficiency and effectiveness of the social service delivery system.
2. Recognize and plan for people with diverse means and needs.
3. Recognize the value of volunteerism in the community.

2.2 District of West Vancouver Community Grants Program - A Framework for Action (approved by Council December 15th, 2003)

- Building the community is a central focus of the District, achieved through a commitment to maintaining and enhancing quality of living for residents; and, by working with the community to develop a healthy, sustainable community.
- District of West Vancouver's community grant programs are an essential strategy in helping residents of West Vancouver equitably access the resources, services, and programs they need and desire.

2.3 Reference to District of West Vancouver Corporate Business Plan (2006-2008) The Corporate Business Plan identifies social sustainability as a priority. Goal 5 specifies the need to review the North Shore Social Services study, and work to strengthen community social support systems and ensure that social issues are considered as an integral part of our long term planning for community sustainability.

3.0 Analysis

3.1 Discussion

The CGSSWG carried out its mandate to strengthen community social support systems and ensure that social issues are considered an integral part of long term planning in West Vancouver by making recommendations in two key areas:

- 1) Long Range Strategic Planning: "Blueprint for Social Responsibility and Change – A Social Action Plan"; and

2) Immediate Opportunities: Improving the Community Grants Process.

Detailed recommendations in these key areas are outlined in sections 3.2 and 3.3. below.

To develop their recommendations, the CGSSWG engaged in the process of identifying and defining a vision and approach for achieving social sustainability in West Vancouver. This is the foundation for their recommendations and is described below.

Social Sustainability

The CGSSWG began their work in 2007 at a pivotal time in the District's move towards a commitment to social sustainability. A new and innovative process for community engagement had been initiated by Council, founded on principles of collaboration, openness, partnerships and community involvement in civic decision making. There was greater awareness and commitment to social responsibility at both the community and corporate level.

This context provided the catalyst for the CGSSWG to embark on a new way of thinking about the role and vision of an innovative social services model for West Vancouver. They began by exploring a vision for a healthy, socially sustainable community. To do this, CGSSWG reviewed literature on social sustainability, attended a District wide meeting in June 2007 on the Sustainable Regional Initiative (Regional Vancouver Urban Conservatory), and engaged in a dialogue with community services providers.

The Working Group deliberated on the term 'social sustainability', and in particular what a socially sustainable community meant for West Vancouver. They concluded that issues such as quality of life, health, equity and social inclusion are fundamental to the health and well being of a vibrant community. They determined that most residents want a community that is crime-free, where public facilities are maintained, the environment protected, people feel connected to their community, the needs of young and old are met, health care and community services are accessible to all, and services reflect the cultural and social diversity of the community.

Social Services and Issues in West Vancouver

In order to understand the scope of this work, the CGSSWG spent time defining which services in the community fall under the umbrella of social services. They consider social services to include services to people who are in need at any point in their life, of all ages and abilities, and who may be more vulnerable and less likely to obtain supports on their own. Vulnerable populations in West Vancouver include:

- Seniors
- Aboriginals
- Immigrants
- Persons with Disabilities
- Lone Parent Families
- Youth

Issues identified in West Vancouver by the Working Group include, but are not restricted to: affordable and available housing (seniors and others), lack of affordable and accessible childcare, substance abuse (youth – seniors), youth accessibility to community services, people at risk of being homeless, elder abuse, issues surrounding isolated and housebound frail seniors, domestic violence, mental health issues and accessibility/community integration (both physically, developmentally and culturally). The need to build bridges and establish common ground between generations and cultures was also identified.

Symptoms of social problems were identified and include but are not limited to: lack of access to information, services, facilities and resources; isolation and alienation; a feeling of boredom and hopelessness; mobility difficulties; financial hardship; and a sense of feeling "unsafe".

The Municipality's Role

The CGSSWG determined that the most effective way of addressing social issues and achieving social sustainability requires a commitment of municipal involvement rooted in local action. Social issues have a direct impact on the quality of life for communities. While recognizing that social issues are complex and multi-faceted, and impacted by multiple jurisdictions, there is clear evidence that social and policy solutions facilitated by local government provide the most influential opportunities to achieve social sustainability ("A Resource Guide on Social Sustainability for Municipalities and their Partners," SRI, SAT, 2007).

Local governments are in the best position to understand the issues, know what works, and are already involved. This concept is the foundation for the "Blueprint for Social Responsibility and Change – A Framework for a Social Action Plan". The Blueprint provides the framework upon which the Municipality can develop a Social Action Plan that will address and respond to current and future needs of West Vancouver by identifying priorities, developing and facilitating effective responses, and measuring progress and outcomes in partnership with the community, the region and senior governments. It recognizes the place of West Vancouver in social service provision on the North Shore, and focuses on actions to be taken in this community.

This 'Blueprint' comes at an ideal time. The Childcare Services Working Group has achieved notable progress plus funding from the Province for new childcare

hubs. The completion of the Community Centre this fall will add to the breadth of service we already provide, and the partnership with Vancouver Coastal Health brings another aspect of service that integrates health, recreation and social service. Each of these areas fall within the mandate of social responsibility/social sustainability.

3.2 A Blueprint for Social Responsibility and Change – A Framework for a Social Action Plan

Purpose

The purpose of this Framework for a Social Action Plan is to provide a road map for the District's prioritization of a social services delivery model for the future.

Once developed, the Social Action Plan will:

- Provide a solid blueprint for the future through clearly identified priorities and actions so that even better outcomes can be realized for the community.
- Strengthen the District's commitment to integrated planning and effective response to new and emerging issues.
- Include effective consultation with the community including regular assessments to ensure progress is monitored.
- Build on existing efforts and successes to create partnerships with community service providers, community volunteers, local business and other levels of government to achieve desired results.
- Identify and address the gaps in services and supports currently in the community.
- Clearly delineate jurisdiction (business sector, community service agencies, provincial and federal governments) in terms of social services delivery in an effort not to duplicate services.

Vision Statement

Advance community connections and well being in West Vancouver through leadership and innovation in social responsibility.

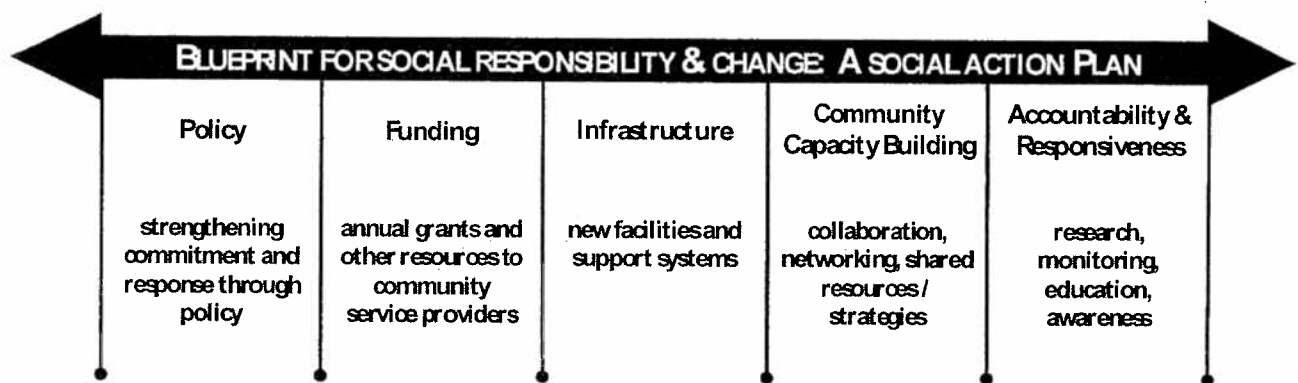
Guiding Principles

1. Imbed the importance of community social services in the District's culture.
2. Anticipate and meet community needs as demographics change through a short and long term strategy for the delivery of social services.
3. Adopt a proactive approach that anticipates needs rather than reacts to issues.

4. Respond to and identify new challenges and directions through a social services delivery model that is both innovative and flexible.
5. Ensure a purposeful and accountable response to community needs by measuring, evaluating and monitoring progress regularly.
6. Embrace the values of equity, diversity, social inclusion, security and adaptability in all District initiatives.

Framework

The Social Action Plan will include the following key areas as its framework.



Recommended Actions

Recommended Actions with specific strategies are contained in the Blueprint for Social Responsibility and Change (Appendix A).

The Actions are:

1. Recognize social services as one of the Municipality's priorities.
2. Ensure the resources distributed by the municipality are meaningful to West Vancouver residents.
3. Become a resource centre for all information relevant to social services and establish one 'Community Services Information Hub' to provide a central location for a number of non-profit social service agencies in West Vancouver.
4. Establish mechanisms for monitoring community needs.
5. Build on the existing capacity in the community to increase awareness of social needs and foster a sense of responsibility and collaboration for social well being.
6. Make prudent use of resources to support the long term sustainability of community social services.

7. Communicate with federal and provincial governments concerning the pressures on local resources in dealing with social services needs
8. Work with organizations who receive a Permissive Tax Exemption from the Municipality, to address emerging community social service needs.
9. Work with existing groups or foundations in the community to identify ways of securing funding for long term social services sustainability.

3.3 Recommendations on Improving the Community Grants Process

The CGSSWG has reviewed the community grants process. This review was guided by members in consultation with community organizations and from findings identified in the 'North Shore Municipal Support for Community Social Services Study'.

This review has resulted in seven recommended changes which will provide a more effective and efficient process for both the municipality and the greater community. The CGSSWG recommends implementing all of these changes for the 2009 Community Grants application process. The Working Group has embedded in all of these recommendations an overall focus on ensuring that needs of West Vancouver residents are served.

The seven recommended changes to the grant process are:

1. Introduce a revised and simplified Community Grant application form. The introduction of a new form, together with the requirement to only fill the form out every three years (corresponding to the three year cycle), ensures a simplified process for community agencies (Appendix E). Meetings are currently underway between all three municipalities to discuss potential efficiencies to the grant process.
2. Assist organizations with the application process by holding Annual Information Sessions – *How to Apply for Community Grants with the District of West Vancouver* (piloted in 2008) to support community agencies in preparing the community grant application form and understanding West Vancouver priorities (Appendix F).
3. Showcase the work of community organizations providing service to West Vancouver residents and highlight the community benefits of the grant program by creating a report for both the newspaper and municipal website.
4. Combine the community services and social services categories and funds into one category. A new definition will be developed that will serve to simplify the process and improve overall effectiveness.
5. Examine the community grants application process every three years to ensure service review, evaluation and adjustment meet municipal and community needs.

6. Use the acquired expertise of the CGSSWG members to adjudicate the 2009 grant applications.
7. Undertake discussions with the two other municipalities on the feasibility of implementing a tri-municipal funding program for any agency serving the entire North Shore and receiving over \$10,000 from each municipality.

3.4 Social Implications

Ongoing municipal support for community social services has been a key component in addressing the goals outlined in the OCP, the Corporate Business Plan, and in the Community Grants Framework for Action, including:

- Ensuring social well-being of all residents
- Recognizing the diverse needs of our residents
- Promoting opportunities for a full and active life for all residents
- Recognizing the value of volunteerism in the community

This report identifies opportunities for the District to strengthen its support for community social services and enhance the well being of residents.

3.5 Financial Implications

The first recommendation in this Council report is that staff be directed to bring forward a Social Action Plan based on the "Blueprint for Social Responsibility and Change – A Framework for a Social Action Plan" developed by the Working Group. This will require staff resources to be allocated to this initiative. It is also recommended that a Working Group be formed to focus specifically on development of the Plan.

Alternatively, a consultant could be commissioned to develop the Plan. The approximate cost for this work is \$50,000. This would require funds allocated from 2008 reserves and/or the 2009 operating budget.

3.6 Sustainability

The District of West Vancouver is committed to working to strengthen community social support systems and ensuring that social issues are considered as an integral part of our long term planning for community sustainability. The development of a Social Action Plan will provide the framework for planning for long term sustainability.

3.6 Consultation

In the fall of 2007 the CGSSWG hosted a Community Services Providers Forum attended by representatives from thirty-three organizations discussing how the District could improve its social services delivery framework. This provided

important information on social services delivery from a broad number of community agencies that operate across the North Shore. There were a variety of opinions shared regarding how the District could improve its social services framework.

The CGSSWG also examined the recommendations in the 'North Shore Municipal Support for Community Social Services Study' (Appendix B).

Results from the Community Service Providers Forum together with an examination of best practice in other parts of Canada and elsewhere, in conjunction with the recommendations from the consultants study, have formed the basis of the recommendations included in this report to strengthen community social support systems in West Vancouver.

The Planning Analyst was consulted to provide advice in developing an approach for the "Blueprint for Social Action and Change – A Framework for a Social Action Plan" based on the vision of the Community Grants/Social Services Working Group.

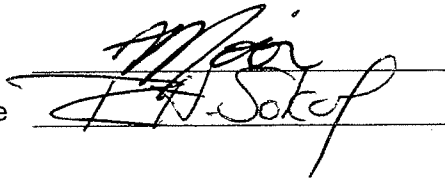
4.0 Options

4.1 Council may:

- Direct staff to proceed with any or all of the items recommended for action, including preparation of a Plan;
- Request further information ; or
- Not approve the identified initiatives.

Author:

Concurrence
(optional)



Appendices:

- Appendix A – Community Grants/ Social Services Working Group: Blueprint for Social Responsibility and Change: A Framework for a Social Action Plan (May 2008)
- Appendix B – The North Shore Municipal Support for Community Social Services Study (Executive Summary) (2005)
- Appendix C – Collective Response from Interagency Network to all three Councils (2006)
- Appendix D – Community Services Providers Forum (September 25, 2007)
- Appendix E – Draft: 2009 North Shore Municipal Community Grant Application
- Appendix F – How to Apply for Community Grants through the District of West Vancouver: Information Session

A BLUEPRINT FOR SOCIAL RESPONSIBILITY & CHANGE

District of West Vancouver Community Grants / Social Services Working Group (2008)

vision statement

Advance community connections and well-being in West Vancouver through leadership and innovation in social responsibility.

“The Group deliberated on what a socially sustainable community meant for West Vancouver. They concluded that issues such as quality of life, health, equity and social inclusion are fundamental to the health and well being of a vibrant community.”

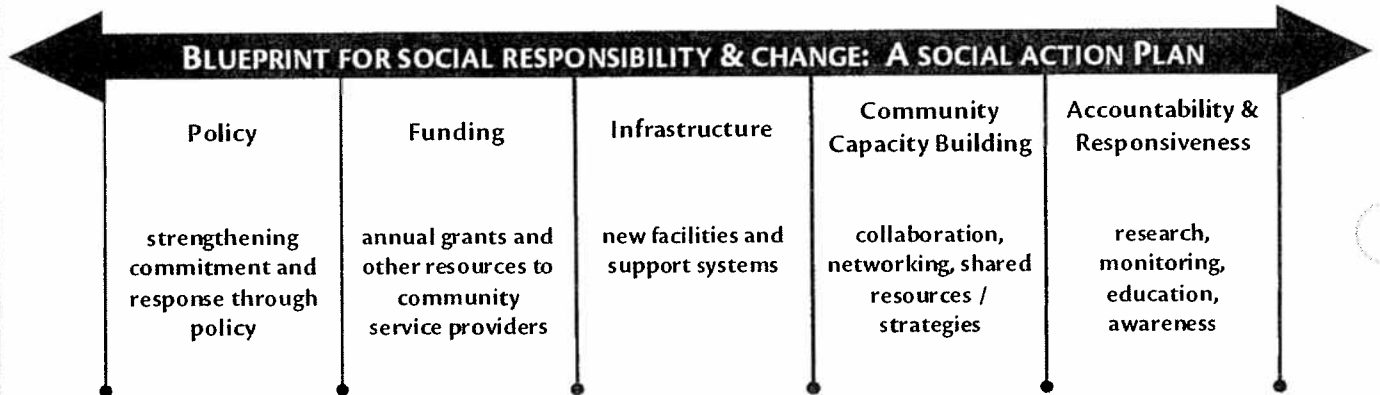
West Vancouver Community Grants / Social Services Working Group (2007)

guiding principles

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4. Respond to and identify new challenges and directions through a social services delivery model that is both innovative and flexible.
5. Ensure a purposeful and accountable response to community needs by measuring, evaluating and monitoring progress regularly.
6. Embrace the values of equity, diversity, social inclusion, security and adaptability in all District initiatives.

framework

The Social Action Plan will incorporate the following key areas in its framework.



“Social sustainability issues are not only about addressing pressing social problems, but equally about celebrating the initiatives and citizens whose activities result in lively public and community spaces, more inclusive participation in civic life, and celebration of the differences that make cities so vibrant. In this regard, partnerships between citizen groups and local governments – both formal and informal – are often essential.”

*Metro Vancouver Sustainable Region Initiative
Social Action Team (2007)*

social action plan— recommended action 1

Recognize social services as one of the municipal priorities.



strategies

- Ensure the municipal budget cycle is informed of social services needs.
- Communicate this intent to the public.
- Reflect this priority in communications to residents and ensure that staff is aware and acting on this direction.
- Through the community benefits amenities program, create a social services fund.

“We are not a needy community but we are a community with needs.”

*West Vancouver
Community Foundation (2008)*

social action plan— recommended action 2

Ensure the resources distributed through the municipality are meaningful to West Vancouver residents.

“Community organizations are on the front lines of every important social, cultural, environmental and community issue in Canada. They run homeless shelters, provide child care and deliver meals-on-wheels....and serve Canadians in countless other ways in order to respond to their needs and help them to participate fully and actively in social, economic, community and civic life.”

Building Blocks for Strong Communities: Key Findings and Recommendations—Canadian Policy Research Network (2006)

strategies

- Develop a mechanism to clarify, assess and determine social services needs of West Vancouver based on the findings over the previous year.
- Ensure that the community grants process supports organizations that meet the needs of, and are accessible to, West Vancouver residents.
- Focus on identifying gaps in services in West Vancouver by engaging in dialogue with community service providers and partners, including non traditional providers, and by engaging with residents.
- Prepare and maintain a current matrix of service providers in West Vancouver for use in evaluating current needs within the District.



social action plan— recommended action 3

Become a resource centre for all information relevant to social services and establish one 'Community Services Information Hub' to provide a central location for a number of non-profit social service agencies in West Vancouver.



strategies

- Examine what is currently in place and identify the logistics, communications, resources and infrastructure needs to fulfill this vision.
- Create a social services page on the municipal website to provide broad based information and access to social support services available to District residents. Allocate resources to ensure content management can be maintained.
- Ensure that the web site provides linkages to all relevant sites that support social services, has a West Vancouver focus and is a dynamic tool that provides opportunities and supports resource sharing amongst community groups.
- Create an inventory of meeting spaces available to community agencies within municipal buildings and other areas in the community.
- Ensure that municipal services and volunteer opportunities are accessible and inclusive for West Vancouver's diverse community.
- Develop a fact sheet that matches West Vancouver's needs with the agencies providing service (produced in combination with the matrix of service providers).

social action plan— recommended action 4

*Establish mechanisms for
monitoring community needs.*

*“... most residents want a
community that is crime-free,
where public facilities are
maintained, the environment
protected, people feel
connected to their
community, the needs of
young and old are met,
health care and community
services are accessible to all,
and services reflect the
cultural and social diversity
of the community.”*

*West Vancouver Community Grants / Social
Services Working Group (2007)*

strategies

- On a regular basis monitor, review and respond to community trends and associated needs and inform council and the community.
- Host regular community forums to generate dialogue on issues.
- Examine the community grants application process on a regular basis to ensure service review, evaluation and adjustment meet municipal and community needs.
- Showcase community social service organizations to highlight what they are doing for residents.

social action plan— recommended action 5

Build on the existing capacity in the community to increase awareness of social needs and foster a sense of responsibility and collaboration for social well being.

“Capacity building describes processes and activities that maximize human potential. A comprehensive, integrated approach to capacity building nurtures excellence, expansion and positive change in all areas of human experience: social, environmental, economic, physical, psychological, spiritual, and cultural. In this way, our capacity building efforts reflect the complexity of people, and the communities in which we live our lives.”

BC Healthy Communities (2006)

strategies

- Create community facility space for the delivery of social services in new developments as provided for in the public amenity contribution policy.
- Liaise with community agencies, funders and philanthropists to identify opportunities for collaboration.
- Work with First Nations to investigate ways of working in collaboration to meet social service needs.



social action plan— recommended action 6

Make prudent use of resources to support the long term sustainability of community social

“...invest in the life of your community: its heritage, its environment and most of all, its people. It is an investment in the future.”

*West Vancouver
Community Foundation (2008)*

strategies

- Allocate additional resources to enable West Vancouver to participate fully as a partner in social service provision across the North Shore.
- Examine the allocation of municipal resources to social services to determine if budget allocations adequately reflect community needs.
- Review the community grants budget to determine if budget allocations adequately reflect community needs and values.
- Ensure that social service organizations have access to and visibility in all major community events (e.g. Community Day, Harmony Arts, Coho Festival) to promote awareness of services and volunteerism.

social action plan— recommended action 7

Communicate with federal and provincial governments concerning the pressures on local resources in dealing with social services needs.

“...work to strengthen community social support systems and ensure that social issues are considered as an integral part of our long term planning for community sustainability.”

*District of West Vancouver
Corporate Business Plan 2006-2008*

strategies

- Strengthen relationships and communication with provincial and federal government departments.
- Participate in regional planning tables to share knowledge and implement sustainable strategies for addressing priority social issues.
- Participate in tri-municipal planning and joint funding initiatives.

social action plan— recommended action 8

Work with organizations who receive a permissive tax exemption from the municipality, to address emerging community social service needs.

“The District of West Vancouver’s grant programs are an essential strategy in helping the residents of West Vancouver to equitably access the resources, services, and programs they need and desire.”

District of West Vancouver Community Grants Program - A Framework for Action (2003)

strategies

- Review the municipal tax exemption policy, process and history.
- Define how tax exemptions can help to accomplish community needs and goals.
- Harmonize the tax exemption process with the municipal grants process.
- Encourage organizations applying for a municipal tax exemption to provide space or resources for social and child care services.

social action plan— recommended action 9

Work with existing groups or foundations in the community to identify ways of securing funding for long term social services sustainability.



“Social Sustainability—Everything we do is intended to deliver a high quality of life, and bring people together to create a strong and vibrant community.”

*District of West Vancouver
Corporate Business Plan
2006-2008*

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**North Shore Municipal Support for
Community Social Services -
Opportunities for Collaboration**

Submitted by:

**Positive Outcomes Consulting Services
*A Collaborative Approach to Community Change***

November 21, 2005

Prepared for:

**City of North Vancouver, District of North Vancouver, and
District of West Vancouver**

**#1902 1260 Nelson St., Vancouver, B.C., V6E-1J7
Tel: (604) 899-5488
Erica_Bell-Lowther@telus.net**

Executive Summary

Purpose of Study

The District of North Vancouver, the City of North Vancouver, and the District of West Vancouver have a long history of working together and of supporting community social services within their jurisdictions. As the environment in which community service providers operate has changed considerably, the three Municipalities have co-sponsored a comprehensive analysis of municipal support in order to identify opportunities for improvement. Positive Outcomes Consulting Services was contracted to implement the *Municipal Support for Community Social Services* project between May and November 2005.

This report presents the study findings in relation to the project's four Objectives:

1. To understand the challenges facing local community service providers in delivering social services on the North Shore;
2. To examine existing municipal support for social services to determine how they could be made more effective/efficient;
3. To explore additional and new opportunities for municipal support for social services; and
4. To explore opportunities for collaboration among the three North Shore Municipalities in supporting social services.

Method of Study

Methods used to investigate the issues included in-depth interviews with representatives of key stakeholder groups, focus groups, file and document analysis, and a spreadsheet analysis of current municipal support, including grants, rent subsidies and tax exemptions.

Major Findings

Existing Municipal Support:

- In 2005, the three North Shore Municipalities contributed over \$3.5 million in funding support through financial and in-kind assistance to community social services on the North Shore.
- Each Municipality provides support for community social services through different funding and delivery mechanisms: North Vancouver City and District fund nonprofit agencies while 87% of the District of West Vancouver funding support is for municipally delivered services for seniors and youth.
- Only 11% of North Shore municipal funding support is through Community Grants, 59% is in the form of core funding to nonprofit agencies allocated by the District and City of North Vancouver and in the funding of municipally delivered services by the District of West Vancouver.
- 87 Community Agencies and services received funding support from the 3 Municipalities in the form of grants, core or contract funding, rent subsidies in municipally owned facilities and tax exemptions.
- 52 of the 87 Community Agencies and services serve residents living in all three Municipalities and received in total over \$872,000 from the 3 North Shore Municipalities in 2005, 46% from the District of North Vancouver, 38% from the City of North Vancouver, and 16% from the District of West Vancouver.
- Over \$2.5 million was allocated by the three Municipalities to locally focused services for children, youth, and seniors in 2005. Youth services received \$945,509 in funding support with 49% from the District of North Vancouver, in proportion to its percentage of the population, 48%. Services for Seniors received \$821,654 in funding from the three Municipalities, however 67% of the funding is from the District of West Vancouver, with 26% of the population.

Challenges facing Community Service Providers:

- Community Service Providers overwhelmingly saw financial uncertainty and lack of adequate financial resources as the major challenge to providing social services on the North Shore.
- Results of funding uncertainty include a diminished capacity to invest in longer-term planning and organizational development types of activities such as research on community needs, service planning, development and maintenance of partnerships, and fundraising.
- Related to financial uncertainty was the lack of access to suitable and affordable space.

Increasing Effectiveness of Existing Municipal Support

There was strong support for the involvement and leadership of the three North Shore Municipalities in supporting community social services and consensus regarding how Municipal support could be improved:

- Improve stability of financial support and increase in-kind support through provision of space;
- Increase municipal social planning resources to strengthen the capacity of municipal staff to play a leadership role in facilitating service coordination and public/nonprofit partnerships;
- Increase fairness and effectiveness of Community Grants review process; and
- Clarify role of North Shore Municipalities in funding community social services and increase participation of District of West Vancouver in supporting community agencies that serve residents living across the North Shore.

Additional and New Opportunities for Municipal Support

Again, there was consensus among stakeholder groups regarding additional opportunities for Municipal support:

- Municipal leadership in facilitating public and community service providers to work together to address social needs and promote community well-being;
- Conduct community research to assess community needs and demographic trends and disseminate findings in order to increase the public's awareness of social issues and opportunities to become involved;
- Provide or negotiate facilities/community space for nonprofit service providers;
- Advocate to Provincial and Federal Governments in regard to community needs and cuts to services; and
- Clarify municipal roles and mandate in social planning and social services and develop clear social policies.

Opportunities for Collaboration among three North Shore Municipalities

Many respondents identified the success of the tri-municipal task forces on homelessness and substance abuse as examples of how the three Municipalities can collaborate on common concerns. Other opportunities are:

- Coordinated and consistent approach to social planning and social services planning. Efficiencies can be created through pooling resources and working with Vancouver Coastal Health and the Ministry for Children and Family Development;
- Coordinate funding of community social services among Municipal grant programs and partner with other funders such as Vancouver Coastal Health Authority and United Way;

- Equity between Municipalities in both funding and access as most community agencies serve entire North Shore;
- Improve coordination and communication among public and community organizations serving youth at risk across the North Shore; and
- Advocacy on behalf of all North Shore residents.

Recommendations

The Study found that greater clarity was required in regard to the roles of North Shore Municipalities in supporting community social services. To increase role clarity, it is recommended that a tri-municipal policy framework be adopted as a policy instrument to guide Municipal decision making, particularly in allocating resources and identifying priorities and opportunities for collaborative actions. The report therefore recommends the three Municipalities adopt the following five municipal roles as policy and implement them collaboratively:

Blueprint for North Shore Municipal Roles in Supporting Community Social Services

1. Community Research and Education in Creating Awareness of Social Needs and Ways to Become Involved in Promoting Community Well-Being;
2. Community Leadership and Use of Community Development Approach to Social Planning;
3. Community Leadership and Provider in Enabling and Promoting Equity of Access;
4. Community Partner in Funding Community Social Services; and
5. Community Leadership in Creating North Shore Vision for Achieving a Healthy, Caring, Safe and Inclusive North Shore Community.

In regard to specific actions that should be taken to address the Objectives of the Study, the report makes recommendations in three areas:

- **Increasing the Effectiveness of Funding Support & Opportunities for Municipal Collaboration;**
- **Increasing Municipal Social Planning Support & Opportunities for Collaboration; and**
- **New Opportunities for Municipal Support.**

Some of the key recommendations are as follows:

- To address financial uncertainty, improve service planning and coordination, and improve consistency, equity, efficiency and accountability in Municipal Community Grant/Funding Programs, the following strategies are recommended:
 - Implement 3 year funding for operating costs as part of Community Grants/Funding program for community social service agencies;
 - Clarify roles of three Municipalities in providing both in-kind and financial support to tri-municipally funded agencies, whose catchment area is the **North Shore**;
 - District of West Vancouver consider increasing its annual grants budget in order to improve municipal funding equity for North Shore focused community social services; and
 - Implement a Tri-municipal Social Services Funding Program, using Service Agreements, to support the operating costs of **15** North Shore focused Community Service Agencies currently receiving over \$9500 in grants, rent subsidies and tax exemptions from the three Municipalities for North Shore focused programs in 2005.

- To strengthen the leadership of North Shore Municipalities in community problem solving, service planning and coordination and in partnership building, and to build on the excellent work of and widespread community support for municipal social planning, the following strategies are recommended:
 - Develop a tri-municipal plan that specifies the level and distribution of social planning and community development resources across the North Shore, including opportunities for sharing information and resources between the three Municipalities;
 - Consider the creation of a formula to ensure equitable social planning and community development support from the three North Shore Municipalities to implement the *Blueprint for North Shore Municipal Roles in Supporting Community Social Services*; and
 - Implement a joint strategy for increasing coordination and collaboration of public and community delivered Youth Services on the North Shore, including all municipally funded youth programs, North Vancouver Recreation Commission, West Vancouver Community Services Department, Ministry for Children and Family Development, Vancouver Coastal Health-North Shore, West Coast Alternatives, and two School Districts.

- New Opportunities for North Shore Municipal Support address the need for improving access to community social services for all ages across the North Shore, for increasing partnerships with other funders, and for creating a shared vision among all key stakeholder groups. Recommended strategies include:
 - Identifying opportunities to provide affordable space in municipally owned buildings to assist community nonprofit providers in providing community social services to North Shore residents;
 - Creating a North Shore Community Services Funding Stream, using a per capita formula, to fund community nonprofit agencies, which serve the all three North Shore Municipalities and exploring opportunities for partnerships with other funders such as Vancouver Coastal Health - North Shore and United Way; and
 - Facilitating the involvement of residents, other levels of Government, Health Region, School Districts, Chambers of Commerce and community service providers to create a shared vision and values of a *Healthy, Caring, Safe and Inclusive North Shore Community*, to be used as a guideline for collaborative action and a standard against which to measure progress.

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Memorandum

North Shore
Community Resources
Connecting You to Community Services

To: Members of Inter-Agency Network
From: Li Boesen
Date: June 22, 2006
Re: Presentation to W Van Council

On March 20th, 2006, the chairs of the Inter-Agency Network were invited to present to West Van Council regarding the Tri-Municipal review. In advance of the presentation a request for input went to all members of the Inter-Agency. This is a summary of our presentation and your comments as presented to Council:

"...We would appreciate the opportunity to work with the municipalities on the recommendations that arise from the tri municipal review of support for community social services.

The development of policy to provide equitable and dependable support to community services is the first step in ensuring the stability necessary to offer our community's residents reliable high quality programming.

An effort to streamline of the process of distributing municipal funds allowing us to more effectively use valuable municipal dollars for service provision would be an important second step. Municipalities and their residents will receive more bang for their community service buck if less administrative time can be spent in the application and reporting processes.

To plan effectively it will be important to understand the differences between community grants, three-year service contracts and core funding and the application and reporting process for each category.

All three mayors attended a recent Inter-Agency meeting where they received feedback from several agency representatives. One agency representative reported that the value of her agency's modest community grant was offset by the amount of time required to complete the application process. A simplified process would allow this staff member more time to provide direct service to clients.

Li Boesen, M.S., Executive Director
 Capilano Mall- Suite 201- 935 Marine Drive, North Vancouver, BC V7P 1S3
 Tel: 604-985-7138 Fax: 604-985-0645

A manager from a multi service agency noted that the combination of core funding, three-year service contracts and community grants received by his agency, required three separate processes of applications and filing of accountability reports. Implementation of a core funding policy and streamlined funding procedures would free up management time that could be spent on organizational development and planning activities.

The Inter-Agency network wishes to acknowledge the role of social planners in our community. Planners play an important role in identifying community needs and work with agencies to assure that their municipalities' residents are receiving relevant effective services. They provide vital information about our own communities, which assists us in securing funding from other sources to further benefit our North Shore residents. Our social planners provide examples of innovative partnerships between other cities and service providers that encourage healthy communities. These models help us in our own planning.

In anticipation of this meeting, we sought input that might be relevant to the work resulting from the review, from members of the interagency network. This is what they wanted you to know:

- There was a request that municipal newsletters dedicate a section featuring area programs and services.
- A suggestion was brought forward regarding equitable distribution of funds based upon population, for example, an area with a high percentage of seniors might receive funds for seniors services based upon the numbers residing in that community.
- There was encouragement for municipalities to find a way to assure continued funding for social services and to seek innovative examples from other areas. An example included a municipality where tax bills were rounded up to the next dollar and this amount was added to the social service funding pot.
- Hope was expressed that funding policies could include annual provision for increases in the cost of doing business.
- Finally. There was a suggestion that services be examined to determine which are truly core community services and that efforts made to give these programs core funding status."

**Summary of the Community Service Providers Forum – September 25, 2007
Municipal Hall, District of West Vancouver**

The Community Services Providers Forum held September 25, 2007 provided important information on social services delivery in West Vancouver from a broad number of community agencies that operate across the North Shore. At this Forum there were a variety of opinions shared, by the many community organizations present, regarding how the District of West Vancouver could improve its social services framework. The following provides a summary of overall commentary.

Over the course of the evening, you provided recommendations on improving the community grants process. You identified ways that success in your organization is evaluated, adjusted and monitored. You identified gaps in service delivery, advised on emerging community needs and provided advice on how best the District could support the sustainability of community agencies.

You spoke about significant service issues in West Vancouver and clearly there are many priorities. We heard about **Seniors**, their need for safety, housing and programs for those with mental illness, isolation, hearing issues, support to grandparents helping with childcare, and risk of abuse. For **Families** you said young families need daycare support, communication about services and resources. Specific issues for **Youth** include stress and school performance, uninvolved parents, eating disorders, and violence. The **Immigrant** population would benefit from a better "social inclusion" approach, ensuring access to resources as well as developing other needed services. We also heard about the merit of targeting prevention.

Agencies involved with the **Arts**, spoke to challenges and there was a strong message for many agencies that availability and cost of space is an important service delivery issue.

Through the evening you identified many service areas that could benefit from additional resources. However, you also told us you would like municipal support in non-financial ways, for example, infrastructure support with items such as access to space, coordination of services, advertising, referrals, volunteer recruitment and advocacy to other levels of government

We saw the scope of services you provide and appreciate the knowledge you shared. We are committed to ensuring that what you told us at this forum will guide future planning.

On behalf of the Community Grants/Social Services Review Working Group and the District of West Vancouver ~ thank you!

Councillor Bill Soprovich



**Summary of the Community Service Providers Forum – September 25, 2007
Municipal Hall, District of West Vancouver**

Thank you to the following 33 organizations for attending the
Community Service Providers Forum

1. Ambleside Orchestra
2. Autism Society of BC
3. BC Boys Choir
4. BC Schizophrenia Society – North Shore Branch
5. Canadian Hard of Hearing Association – North Shore Branch
6. Canadian Mental Health
7. Capilano Community Services Society
8. Coast Guard Auxillary – Lifeboat Society
9. Coho Society of the North Shore
10. CoPro North Shore
11. Family Services of the North Shore
12. Hollyburn Family Services
13. Laudate Singers Society
14. Living Systems
15. Meals on Wheels – North Shore
16. North Shore Adults at Risk Support Network
17. North Shore Association for the Mentally Handicapped
18. North Shore Chorus
19. North Shore Community Resources Society
20. North Shore Crisis Society
21. North Shore Grief Recovery
22. North Shore Keep Well Society
23. North Shore Multicultural Society
24. North Shore Neighbourhood House
25. North Shore Restorative Justice Society
26. North Shore Volunteers for Seniors
27. North Shore Women's Centre
28. O'Shihan Cultural Organization
29. Theatre West Vancouver
30. West Coast Alternatives Society
31. West Vancouver Family Place
32. West Vancouver Historical Society
33. 525 Pathfinder Air Cadets

Summary of Discussion Questions
Community Services Providers Forum – September 25th, 2007

- 1. What we asked:** How does your organization know you have been successful?

What you told us:

- Quantitatively: through the evidence of program utilization gathered by recording attendance at programs, by tracking the number of different clients using the service and by looking at the trend regarding the demand for service over time.
- Qualitatively: through participant feedback, evaluation forms, and questionnaires.
- Diversified delivery of services: by serving a broader range of clients.
- Consistent financial support: support from clients/family members tells us our services are valued.
- Ongoing evaluation: through the establishment of program goals and regularly reviewing performance with regards to achieving goals.
- Volunteer commitment: when family members of clients offer to volunteer with the organization in order to give back this indicates success.

- 2. What we asked:** How do you adjust and monitor your services?

What you told us:

- Weekly staff meetings and round table discussion about what happens in programs ~ allows for adjustments.
- By applying resources to areas demonstrating the greatest need ~ which may change over time. However, it is a challenge to access funding and space, when faced with needing to respond to increased demand for service.
- By constantly being aware of trends and changing needs.
- Ongoing communication with other organizations is important to ensure that information is shared with each other.
- When funding has very specific criteria, it can be difficult to adjust programs when changing needs are evident.

Summary of Discussion Questions
Community Services Providers Forum – September 25th, 2007

3. What we asked: What are the gaps, duplication that you see in your field in West Vancouver?

What you told us:

- There are some services funded in North Vancouver that are not funded in West Vancouver, and requests are made to deliver these services to West Vancouver residents. (as example: Restorative Justice that provide support to victims of crime).
- There were many social services identified that could be further expanded in West Vancouver; crisis services for immigrant women, stroke recovery, addictions, grief recovery, home support and affordable housing for persons with a mental illness, programs for seniors with a mental illness, recreation for children with autism, and support for young families.
- In the arts, choirs are having difficulty with rehearsal space and performance venues and cost was identified as a barrier in addition to limited storage space.
- It was recommended that the municipality could facilitate coordination between existing services/organizations.

4. What we asked: What are the significant issues in West Vancouver? What evidence is there to support your answer?

What you told us:

In general:

- Environmental issues are a focus for the community.
- Available space and the high cost of existing space is an issue that impacts services.
- The municipality can provide in-kind support around infrastructure, for example identifying available space.

Seniors:

- There are important demographics to consider as 25% of the population are seniors and 25-30% have significant hearing loss.
- Seniors need protection from geographic and social isolation, financial abuse and other types of abuse.

Families:

- Some nonprofits feel they were not consulted regarding how the new community centre can best meet the needs of young and extended families.
- Local family support may result in more effective and much needed outreach and communication to engage families to use these needed resources.

Summary of Discussion Questions Community Services Providers Forum – September 25th, 2007

- The quality and cost of daycare is an issue for some families.
- Children experience extreme stress around school-based performance.
- Parents in two working parent households often have limited involvement when children are identified with high needs.
- Youth issues include eating disorders and teen violence (teen on teen).

Immigrants:

- 36% of the population identify themselves as immigrants.
- The immigrant population needs improved access to community services. Language barriers often result in isolation and a disconnection from community services.
- Many people need help with integrating into the work force.
- The municipality can play a leadership role for “social inclusion” addressing the barriers immigrants encounter. Additionally, enhanced programming is needed in the areas of: psychiatric services, proactive outreach, education, language, and family abuse.

Other:

- Water rescue services need to be integrated and enhanced to better protect residents.

5. **What we asked:** If West Vancouver developed their own grant form, which looked different than that of the City and District, would you be concerned?

What you told us:

- Submitting an Annual Report and an application form with a few other questions would be sufficient. However, there may need to be provisions for those groups who do not have an Annual Report.
- Many organizations have brochures they could submit.
- Two or three different grant forms are not ideal, however a simple application form from West Vancouver would be appreciated.
- Consider making it an option to complete an online application that could be stored in repetitive data.
- Simplify the form or keep it the same ~ if the form was simpler, perhaps the other two municipalities may follow.
- Fill out one form and check off which municipality it goes to.
- The three year grant cycle is helpful.
- Is the interview necessary?
- Much information is the same from year to year. Is there a way to ask if there have been changes?
- Can there be some relationship between the grant amount and the amount of work required to submit the application?
- Be a leader, if West Van does it first maybe the others will follow!

Summary of Discussion Questions
Community Services Providers Forum – September 25th, 2007

- Can the 3 municipalities pool the funds and have one granting process?
- Could the District of West Vancouver cooperate more with the other two municipalities? The service delivery model is different between West Vancouver and the City and District of North Vancouver.
- Don't make any changes, as the current form is preferred.
- There needs to be standards for granting decisions.

6. What we asked: What is the best way to share your organizations success in West Vancouver?

What you told us:

- The new community centre could have a space where a different group is profiled each week.
- Encourage decision makers to attend/participate in the various organizations activities.
- Utilize municipal resources that exist in the infrastructure, e.g. Tidings/ Municipal Web Sites/ Banners on Marine Drive / Leisure Guide / School District mailings / Kiosk at John Lawson Park.
- Highlight community organizations successes at Council meetings.
- The Library, Municipal Hall, or Park Royal could be the Resource Hub for all community services.

7. What we asked: How can your organization achieve sustainability?

What you told us:

- Established core funding supports sustainability and gives organizations a foundation to build upon.
- Fundraising strategies that include public and private donations are important. Fundraising activities have become creative with a broad array of initiatives from thrift sales to ticket sales and membership fees.
- Organizations have strengthened their financial position through diversifying their sources of revenue.
- Organizations are looking to municipalities to support sustainability through advocacy to provincial bodies regarding community needs and services and; by providing other supports to encourage the health of agencies (rent, connecting agencies to one another, advertising services, encourage volunteerism and a sense of caring for one another in our community.)

Summary of Discussion Questions Community Services Providers Forum – September 25th, 2007

- Small groups need support to build momentum and show growth.
- Rent expense could be supported through arrangements with the municipality for space. In addition, 'Bonus for Density' gives the municipality the opportunity to create options for space for agencies in new developments.

Challenges:

- Decreasing grants, and uncertainty of grants makes planning difficult.
- The need to align programs with funding criteria in order to maintain funding can be problematic.
- Everyone is competing for the same dollars and often there are penalties to agencies that are successful with fundraising.
- Recruiting volunteers can be a challenge, and yet volunteers do much of the work, as organizations do not have the resources to fund paid positions.
- Assess the commitment to volunteerism with baby boomers to determine if they will participate as fully in volunteerism as the current generation.
- Space for programs is an issue for many. There is a need for the municipality to explore the possibility of use of school facilities after school hours.

8. **What we asked:** If West Vancouver is looking at a 20-year social sustainability plan, where should we be putting our resources?

What you told us:

- West Vancouver needs to first determine priorities with the community planning process where the commitment to social services, arts and recreation can be defined.
- A focus on prevention will help reduce the need for treatment, which is more costly over time.
- It is important to consider those social problems that result in the greatest cost to the community and make these a priority.
- Seniors, children and isolated/vulnerable populations should be the priority and community outreach initiatives should be developed for those who are isolated.
- It is worthwhile to develop the volunteer resource base and encourage citizen capacity to support one another.
- It is important to link community members to community resources.

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2009 Application Form

NORTH SHORE MUNICIPAL COMMUNITY GRANT APPLICATION

Organization Summary Form

Submission Deadline: January 31st each year

This application must be typed or neatly printed. Please use the space provided for your responses. Please only submit attachments requested. Please refer to each municipalities grant guidelines before completing this form.

Applicant Information

Organization that will manage funds:

Address

City

Postal Code

Telephone

Email

Website

Details of Contact Person:

Name

Position

Your Organization's BC Society No.

Charitable Registration No.

Provide a brief description of what your organization does:

Staffing

How many paid staff does your organization employ? Full-time _____

Part-time _____

How many individual volunteers does your organization have on an annual basis? _____

How many volunteer hours are contributed on an annual basis? _____

Municipal Contributions: Please indicate all other municipal contributions provided to your organization for any other programs/services from each municipality.

	Lease	Core Funding	Permissive Tax Exemption	Other e.g. Lower Lonsdale Legacy (CNV), Lower Cap Community Partnership (DNV)
DWV				
DNV				
CNV				

Documentation

Please check and attach: Your most recent year end financial report and most recent annual report.

- Recent Year End Financial Report
- Recent Annual Report
- Please indicate if you are applying for an Operating Grant.
- Please indicate if you are applying for a Program Grant.
If you are applying for more then one Program Grant please indicate"

Program Name	Amount requested
1.	
2.	
3.	
4.	

2009 Application Form - Program Grant

Application Summary

Title of Program you are applying for funding for:

Brief summary of program (max. 50 words)

Amount of funding being applied for from:

\$	District of West Vancouver
\$	District of North Vancouver
\$	City of North Vancouver

How many people will participate in this program?

#	District of West Vancouver
#	District of North Vancouver
#	City of North Vancouver
#	TOTAL

Total ESTIMATED

%	District of West Vancouver
%	District of North Vancouver
%	City of North Vancouver
%	TOTAL

Program Proposal

1. Why is this funding needed and how have you identified this need e.g. research, literature, consultation, anecdotal, surveys or other.

2. What is your target group?

3. Please outline the program activities/expected outcomes and when they will be achieved in the table below. (Please feel free to attach a separate page)

Program Activities	Outcomes	Timeline

4. Have you formed any partnerships for this program. If yes, please identify who your partnership is with, the role of the partner(s) in this program and provide letter(s) of support from the partner(s) outlining how they will support your project e.g. financial, volunteers, in kind service

5. How will your program benefit the community or target group? eg. sharing information, skills and knowledge, leadership opportunities.

6. How will you ensure that your project is accessible and inclusive to:
People with disabilities:

Multicultural communities:

People of various social and economic backgrounds:

7. Please identify the specific criteria you will use to evaluate your programs results and how you measure success.

8. How will you recognize the support of the municipality?

9. Do you anticipate financial hurdles due to current trends that may affect your program delivery?

Program Budget

<u>Revenue</u>	Amount \$
Municipal Grant requests	
Additional revenue sources (Specify source and indicate if the revenue is confirmed)	
Specify gaming, donations, provincial, federal	
Total income	

<u>Expenses</u>	
Salaries, benefits, mandatory employment related costs	
Contract fees	
Honoraria	
Rent/utilities/phone	
Promotion/advertising	
Printing/copying	
Administration charge by your organization to this project (if applicable)	
Other costs (please specify)	
Total expenses	

In Kind Contributions: Please list your organization's contribution to this project. eg. supervision, phones, venue, printing (do not include any of these items in the budget above).

Conditions of Funding: please refer to the municipal community grant guidelines for all conditions of funding. Note that unused funds provided by the municipalities for programs described in the application form must be returned. If the application form contains misrepresentations, the full amount of the grant maybe repayable to the municipality.

Signatures

We certify that to the best of our knowledge the information provided in this municipal grant request is accurate and complete and is endorsed by the organization which we represent. If our organization receives a municipal grant we agree to the conditions set out above and to any other conditions approved by Council.

Signature _____
Executive Director

Date _____

Signature _____
Board Chair of Signing Officer

Date _____

2009 Application Form - Operating Grant

Application Summary

Title of Program you are applying for funding for:

Brief summary of program (max. 50 words)

Amount of funding being applied for:

\$	District of West Vancouver
\$	District of North Vancouver
\$	City of North Vancouver

How many people will participate in this program?

#	District of West Vancouver
#	District of North Vancouver
#	City of North Vancouver
#	TOTAL

Total ESTIMATED

%	District of West Vancouver
%	District of North Vancouver
%	City of North Vancouver
%	TOTAL

Operating Proposal

1. Why is this funding needed and how have you identified this need e.g. research, literature, consultation, anecdotal, surveys or other.

2. What is your target group?

3. Please outline the expected outcomes and when they will be achieved in the table below. (Please feel free to attach a separate page)

Program Activities	Outcomes	Timeline

4. Have you formed any partnerships. If yes, please identify who your partnership is with, the role of the partner(s) and provide letter(s) of support from the partner(s) outlining how they will support this initiative eg. financial, volunteers, in kind service.

5. How does your agency ensure your services accessible and inclusive to:

People with disabilities:

Multicultural communities:

People of various social and economic backgrounds:

6. Please identify the specific criteria you will use to evaluate your organizations results and how you measure success.

7. How will you recognize the support of the municipality?

8. Do you anticipate financial hurdles due to current trends that may affect your organization?

Operating Budget

<u>Revenue</u>	Amount \$
Municipal Grant requests	
Additional revenue sources (Specify source and indicate if the revenue is confirmed)	
Specify gaming, donations, provincial, federal	
Total income	

<u>Expenses</u>	
Salaries, benefits, mandatory employment related costs	
Contract fees	
Honoraria	
Rent/utilities/phone	
Promotion/advertising	
Printing/copying	
Administration charge by your organization to this project (if applicable)	
Other costs (please specify)	
Total expenses	

In Kind Contributions: Please list your organization's contribution to this project. e.g. supervision, phones, venue, printing (do not include any of these items in the budget above).

Conditions of Funding: please refer to the municipal community grant guidelines for all conditions of funding. Note that unused funds provided by the municipalities for programs described in the application form must be returned. If the application form contains misrepresentations, the full amount of the grant maybe repayable to the municipality.

Signatures

We certify that to the best of our knowledge the information provided in this municipal grant request is accurate and complete and is endorsed by the organization which we represent. If our organization receives a municipal grant we agree to the conditions set out above and to any other conditions approved by Council.

Signature _____
Executive Director

Date _____

Signature _____
Board Chair of Signing Officer

Date _____

District of West Vancouver

How to Apply for Community Grants: Preparing the Community Grants Application Form - January 2008

The Grants Review Process

Community Services, Arts & Culture and Social Services grants are reviewed by a Working Group, with representation from Council and community residents, and with support of staff. Recommendations from the Working Organization are then formulated for consideration by District Council. The review process takes approximately five (5) months.

An overview of the process is as follows:

- **Application Deadline:** Your application reaches the District of West Vancouver office by the deadline date of January 31st (4:30 pm).
- **Initial Review/Screening:** Your application is reviewed by the administrative assistant to ensure that ALL required information is attached.
- **If your application is complete, close consideration will be given to the following criteria:** Each organization must demonstrate their proposed application:
 - Fulfills a specific community need and/or issue with documented evidence to support that West Vancouver residents are using the service.
 - Clearly defines aims, objectives, and outcomes that are measurable.
 - Encourages community engagement and capacity building, through volunteerism and the utilization of the skills and resources that exist in the community.
 - Clearly indicates that services are accessible to all residents in West Vancouver and shows evidence that West Vancouver residents are aware of the program/service.

- ☑ Involves working in partnership with at least one other community organization to improve outcomes either by sharing resources or knowledge.
 - ☑ Shows evidence of financial need for the specific project/program.
- Applications are reviewed and applicants will be contacted by a Working Group member if there are any questions or clarification needed.
 - A Final Report is prepared by staff based on the recommendations from the Working Group and presented to Council for final approval.
 - Once the District Council approves the recommendations or makes amendments, letters and cheques are mailed to the successful applicants.

Application Tips

- Be sure you have all of the necessary forms required for completion such as grant guidelines, and the grant application form. Check the eligibility criteria to determine that your organization qualifies for the grant. Check the deadline date and ensure you have application information from the current year.
- Give yourself more than a few days before the grant deadline to complete the application form. You may have questions and you want to give yourself enough time to contact the administrative assistant and get a response.
- Read the application material carefully and make note of any questions you may have, as well as any documentation that is required. Contact the municipality to get clarification on anything you don't understand.
- Have no more than two people write the application, and follow the directions given. Check for spelling and grammatical errors, and have a third person review the final draft.
- Check that your project fits the objectives of the grant program.
- The description of your project and answers to questions in the application form should be clear and to the point. Write as if the people

adjudicating the grant know nothing about your organization or the project.

- Provide an accurate budget, showing revenue and expenses. The grant you are hoping to get should be included as revenue. Your revenue and expenses should balance.
- Ensure you provide the information and documentation required.
- Please do not attach, to your application, information that has not been requested.
- Don't use confusing technical terms or abbreviations.
- If you're not sure what is needed, ask ~ we appreciate all questions.

Application Requirements

- The appropriate grant application form must be submitted with all required attachments and documents.
- Ensure your applications have the required signatures.
- All application and report documentation is held and treated in accordance with the Local Authority Freedom of Information and Protection of Privacy Act.

When You Get the Grant

- Find out about any conditions attached to the grant.
- Comply with any reporting requirements.
- Provide public recognition for the granting agency. Grant recipients are required to acknowledge support from the District of West Vancouver.

Acknowledging the District of West Vancouver

It is expected that the District of West Vancouver is acknowledged in the following ways:

- **Print materials:** Where applicable, the organization must be publicly acknowledged in all communications, correspondence and promotions as one source of funds for the program. An example of this is: (Name) gratefully acknowledges the financial support of the District of West Vancouver. This should appear on the programs publicity materials (posters, flyers, postcards); Informational materials (newsletter, prospectus, programme, agenda, Schedule: Press materials (press release): in the Organizations Annual Report. Please note that an electronic version of the District logo can be obtained by contacting the Administrative Assistant at 604-925-7204.
- **Verbal announcements:** By mentioning support verbally in public announcements and presentations or at the organizations Annual General Meeting

More about Our Criteria

The West Vancouver Community Grants/Social Services Working Organization has spent the 2007 year developing a clearer list of criteria to help organizations understand what criteria must be articulated to qualify for funding. The level of funding will be determined by the level of commitment demonstrated by the organization to the criteria. Based on the information provided by your organization, the Working Organization will make an assessment of the organizations commitment to the criteria.

1. Fulfills a specific community need with documented evidence to support that West Vancouver residents are using the service. *(Can be answered through Question #3 and #4 on the Grant application form)*
 - Please describe how you collect and can back up information with regard to number of residents using your service that reside in West Vancouver and how you know there is a need.
2. Clearly defines aims, objectives, and outcomes that are measurable. When the impacts or outcomes of a service or program can be identified and measured the effectiveness of that service to the community is solid. (Can

be answered through Question #11(b) and #11(c) on the Grant application form)

We are interested in the following:

- That organizations objectives, which may include a mission statement or mandate, are clearly stated;
- That the programs and services developed are consistent with the organization's objectives or mission statement;
- That the mission statement, programs and services are reviewed and revised to ensure their continuing relevance to the community;
- That data on clients served is maintained, and used to plan services and programs, and
- That the organization operates in a cost-effective manner, and according to a clear business plan; and
- That your organization operates programs on a self-sufficient basis, where possible.
- That your organization clearly identifies how they will measure the success of the program, service, or project should their funding request be approved.
- That your organization evaluates its services and programs with input from participants and responds to community needs through modification of programs or services as required.

3. Encourages community engagement and capacity building through volunteerism and the utilization of the skills and resources that exist in the community.

Please describe the number of individual volunteers your organization uses and the number of hours in kind contributed by volunteers through your organization. Please note: One volunteer hour = \$16/hr (as per Volunteer Canada). *(Can be answered through Question #9 and #11(c) on the Grant application form)*

4. Clearly indicates that services are accessible to all residents in West Vancouver and shows evidence that West Vancouver residents are aware of the program/service. Accessibility is achieved when the programs or services encourage the participation of all residents; that membership and/or user fees are appropriate; and the services or programs are convenient to access. *(Can be answered through Question #6 and #7 on the Grant application form).*

We are interested in the following:

- That the programs and/or services offered are open to the general public; and
 - That the membership and user fees established are appropriate for the services provided, and are in accordance with community standards for the type of service.
 - That the organization actively promotes its membership to all members of the community and designs programs and services which could benefit all members of the community.
5. Involves working in partnership with at least one other community organization to improve outcomes either by sharing resources or knowledge. Collaboration is achieved when community organizations work with each other, with citizens, and with private and public sector organizations to plan and deliver programs or services. *(Can be answered through Question #8 on the Grant application form).*

We are interested in the following:

- That information, expertise and/or resources is shared on a regular basis or as requested;
 - That services or programs are co-ordinated with those offered by other organizations or organizations;
 - That other funding partners are developed.
6. Shows evidence of financial need for the specific project/program. *(Can be answered through Section D Financial Information, on the Grant application form).*

We are interested in the following:

- That financial need is justified in terms of the organization's impact on the community and ability to generate financial support from the community; and
- That full disclosure of all anticipated revenue sources and how those funds will be expended is provided; and
- That the organization actively pursued fundraising activities or alternate sources of revenue.