

# **A Municipal Partnership Strategy for the Neighbourhood Small Grants Program**

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November 2014

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## **Executive Summary**

### ***Introduction***

The concept of place is seen to be “increasingly fluid and permeable” and “shaped by the virtual and the remote” yet “neighbourhood remains an important part of our lived experience” (Forrest, 2004, p. 1). The relationship that appears to exist between place and individual well-being is recognized by a variety of sectors and in nations across the world. While the meaning, impact and approach to neighbourhood may not translate across nations, sectors or even amongst residents themselves, there is agreement that “place matters” (Freiler, 2004, p. 1).

This basic premise, that people and place are linked, has generated interest in neighbourhood or place-based approaches (FCSS, 2014, p. 2). There now exist numerous examples of strategies adopted by non-profit organizations, governments and private entities alike, which work from the ground up to enlist local skills and resources to address local issues. These approaches have also become increasingly collaborative in nature due to a burgeoning understanding that strengthening neighbourhoods “requires solutions that are not within the mandate of any one organization or even one level of government” (Gorman, 2006, p. 2).

The Vancouver Foundation, a community foundation based in Vancouver, BC, pursues a place-based approach to grant making through its Neighbourhood Small Grants program. The purpose of this report is to recommend a sustainable model for the Vancouver Foundation to pursue in order for this program to be expanded across Metro Vancouver.

### ***Methods***

This research project culminated in a set of options for the Vancouver Foundation to consider in order to expand its program across Metro Vancouver. A mixed methodology of five components, guided by a best practice and needs assessment research approach, was created in order to reach this goal.

The project began by conducting a review of literature in regards to cross-sector partnerships, place-based and grassroots strategies, neighbourhood governance structures and the experiences of local government-sponsored neighbourhood small grant programs. This method was followed by a brief focus group session with representatives of community organizations who currently partner to deliver the program and a questionnaire to staff members at the City of Vancouver, a municipality that currently co-funds the program. The final methods involved collecting demographic data on Metro Vancouver and distributing a survey to municipal granting program administrators across Metro Vancouver.

The purpose of these methods was to gather best practices and feedback from existing partnerships, to determine what elements of the program are necessary in order ensure its success and lastly, to determine whether there is a need for or interest in the program in the proposed expansion areas.

### ***Findings***

The study shows that partnerships for place-based and grassroots programs require a shared understanding of goals and expected outcomes, long term yet flexible support and funding and,

most importantly, they require a high degree of sustained resident involvement and mobilization in order to be successful.

The results of the focus group session highlighted the role that residents play in securing the success of place-based and grassroots programs. The session also articulated the importance of flexibility and trust between the partners who deliver these types of programs. Lastly, it became apparent that existing community partners are wary of involving local governments in grassroots programming.

The questionnaire determined that the City of Vancouver was interested in partnering with the Vancouver Foundation in order to benefit from their expertise, connections and ability to reach a broad audience. The City was interested in funding grassroots programming as these grants are easily accessible and present a high level of return on investment. The results of the questionnaire indicate that goal alignment and accountability requirements can present partnership challenges between the two sectors.

The results of the demographic data collection and survey indicate that there is a need for such a program in Metro Vancouver and that there is significant goal alignment between the program and what local governments are interested in achieving. Lastly, of the 13 municipalities who participated in the survey, all were in favour of learning more about how to support or deliver the program in their municipalities.

### ***Options***

Three options were presented to the Vancouver Foundation. The first option involves an indirect municipal partnership whereby the Vancouver Foundation would co-fund the program with local governments yet continue to administer the program through community organizations. It was suggested that the Vancouver Foundation fold the program within existing municipal granting structures, create a resident knowledge sharing and leadership committee and convene a meeting of key stakeholders to create foundational principles, standardized agreements and accountability frameworks.

The second option involves a direct municipal partnership whereby the Vancouver Foundation would co-fund the program with local governments and discontinue the use of community organizations as program administrators. It was suggested that the Vancouver Foundation consider offering the program in a different format and to consider alternative funding decision-making structures in order to better align with the needs of the municipalities.

The third option involves creating a permanent resident-led structure and is intended as a concept for Vancouver Foundation to explore. This option would still involve a co-funding arrangement with local governments, but would transfer program administration and decision-making to a neighbourhood governance structure. This suggested structure does not currently exist in Metro Vancouver yet could be an interesting longer-term project for the Vancouver Foundation to consider.

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## Chapter 1.0: Introduction

The Neighbourhood Small Grants program is a small but mighty program that enables residents to learn more about themselves, their neighbours and the place they call home. The success of the program has continued throughout its incremental expansion to 17 Metro Vancouver neighbourhoods, yet the existing program model has now reached its capacity. The Vancouver Foundation, the community foundation who funds and helps to administer the program, is mandated to meet the demand for the program, yet is uncertain how to expand yet stay true to the qualities which have made the program the success that it is today.

The Vancouver Foundation envisions a day when residents across Metro Vancouver are able to access a Neighbourhood Small Grant or can at least participate in an activity a Neighbourhood Small Grant has made possible. The Vancouver Foundation, however, is also cognizant of the roadblocks that are likely to be encountered on the way towards this vision. The goal of this project is to help the Vancouver Foundation to navigate this time of change; to identify what makes the program successful, to understand the climate in which it seeks to expand and to think-through the different models and partnerships which could allow the program to thrive.

### **1.1 Project Objectives and Problem**

As a community foundation, the Vancouver Foundation ('the Foundation') has a vested interest in both people and place. As a way to achieving its vision of "healthy, vibrant and livable communities across British Columbia", the Foundation has supported a neighbourhood approach to development through its Neighbourhood Small Grants Program ('NSG').

This program, which was implemented by the Foundation in 1999, has proven to be highly effective in strengthening neighbourhoods from the ground up and building bridges at the local level (Vancouver Foundation, 2013, p. 2). The program has been incrementally expanded from one to seventeen neighbourhoods and is now facing a rising demand to make the program even more widely accessible. Further expansion, however, will extend beyond the Foundation's current financial and administrative capacity to support.

The primary goal of this report is to:

***Recommend a sustainable model for the Foundation to pursue in order for the NSG program to be expanded across Metro Vancouver.***

The Foundation has identified municipal governments as potential partners for this expansion and, in fact, several inroads have already been made. It is for this reason, therefore, that a municipal partnership will serve as the potential basis of this sustainable model.

In order to achieve this primary goal, this report will also address the following five sub questions:

- 1) What can be learned from academia and other organizations regarding the development of partnership models aimed at delivering a grassroots and/or place-based program?
- 2) What makes the NSG program effective and what elements cannot be compromised during expansion?
- 3) What lessons can be learned from the Foundation's existing municipal partnership with the City of Vancouver?

- 4) Are the circumstances in the planned expansion areas similar or dissimilar to where the program currently operates?
- 5) Do the goals of the NSG program align with those of municipal governments and are municipal governments interested in a partnership?

## **1.2 Client and Rationale**

My client for this project is Ms. Lidia Kemeny, Director of Grants and Community Initiatives at the Vancouver Foundation. Ms. Kemeny has worked in this capacity since 2008 and is responsible for Vital Signs, a report card on the liveability of Metro Vancouver, provincial granting programs and partnership projects including NSG.

In 2012, Ms. Kemeny led an internal evaluation of the NSG program. A key goal arising from the 2012 evaluation was to expand the program to all of Metro Vancouver by 2018. A second, and related, goal was to develop a municipal partnership strategy in 2014 in order to pursue this expansion. Due to time constraints and lack of staff to devote to such a project, the Foundation has not yet had the opportunity to develop this strategy.

Finding a sustainable model for the program will allow the Foundation to ensure that the success of the program continues and that its benefits are accessible to every neighbourhood in Metro Vancouver. Furthermore, a sustainable model for this unique program would enable it to be replicated by other community organizations across Canada, or even abroad, allowing the program legacy to live on.

## **1.3 Background & Terminology**

In order to fully understand the aims of this project, this section will introduce the NSG program and explain the elements which make the program unique. In addition to providing this background information, this section will also define four key terms which are heavily embedded within the program and discussed throughout the report; neighbourhood and community, community capacity building, grassroots grantmaking, and lastly, place-based approaches.

### **1.3.1 The Neighbourhood Small Grants Program**

The NSG program promotes resident involvement in leading community projects to build stronger and more connected neighbourhoods in Metro Vancouver (VF, 2013, p. 2). The NSG program funds community organizations to coordinate the distribution of small grants of \$500 or less, with a few grants that allow up to \$1,000 (VF, 2013, p.2). Residents (or groups of residents) apply through their local community organization and grants are administered and managed by the staff of these organizations (VF, 2013, p. 2). The program is currently available in 17 neighbourhoods throughout Vancouver, the North Shore, Burnaby, North Surrey, Richmond and New Westminister (VF, 2014a, para. 4).

These small grants are available on an annual basis to residents who live within the boundary of the NSG program neighbourhoods. Residents must submit a formal application, which includes a budget for how requested funds will be used. Grants are awarded based on their ability to meet the following goals:

- 1) Connect and engage neighbourhood residents
- 2) Build local community capacity to carry out NSG projects

- 3) Share residents' skills and knowledge within the community
- 4) Build sense of ownership and pride
- 5) Respect and celebrate diversity
- 6) Create lasting impact

For further information on the metrics and indicators the Foundation has developed for these goals, please refer to Appendix E of this report.

While the core focus of this report is the NSG program, it is important to note that there are two specialized programs within the NSG umbrella: The Downtown Eastside Small Arts Grants ('DTES') and the Greenest City Neighbourhood Small Grants ('Greenest City NSG').

The DTES grants are provided, in partnership with the Downtown Eastside's Carnegie Community Centre, to artists who demonstrate a history of original art practice, and show a vital engagement with the DTES community (VF, 2014b, para. 2). With small grants of \$500 to \$1,000, the pilot program is an opportunity for DTES artists to take their career to the next level (VF, 2014b, para. 2).

The Greenest City NSG is the result of a partnership between the Foundation and the City of Vancouver. The grants are available in six Vancouver neighbourhoods and provide up to \$1,000 for Vancouver residents to carry out neighbourhood-based projects with a green focus that contribute to the City of Vancouver's Greenest City Action Plan Targets (VF, 2014c, para. 3). While the Greenest City NSG program does not represent all facets of the core NSG program, it will be discussed later on in this report as it illustrates one the Foundation's existing municipal partnerships.

### *1.3.2 Unique Features of the NSG Program*

The NSG program is unique in that NSG grants are awarded to individuals and that granting decisions are made at the local level, rather than by the Foundation.

As a public foundation, the Foundation cannot legally provide grants directly to individuals. In order to carry out the program, therefore, the Foundation must partner with entities that do not face such restrictions. For this reason, the Foundation provides funds to community organizations, such as Neighbourhood Houses, who then disseminate program information, receive applications, and award funds to successful applicants. While partnering with community organizations is necessary for the program to operate, the arrangement also serves the dual purpose of strengthening these organizations and, by extension, the communities they serve.

The decision making process for the NSG program has also not been widely used within Canada. Each community organization that operates the program creates and recruits a Resident Advisory Committee (RAC). These committees are comprised of local residents who volunteer their time to review each grant application and make funding decisions (VF, 2013, p. 2). This grassroots element of the program stems from the understanding that residents are those best placed to make decisions regarding the needs and interests of their own communities.

### 1.3.3 Metro Vancouver

Metro Vancouver is home to over 2.3 million people and comprises 21 municipalities, 1 treaty first nation and 1 electoral area (Metro Vancouver, 2014, para. 1). Below is a map of the region and a listing of Metro Vancouver members:



- |                              |                                 |
|------------------------------|---------------------------------|
| 1. City of Abbotsford*       | 13. City of North Vancouver     |
| 2. Village of Anmore         | 14. District of North Vancouver |
| 3. Village of Belcarra       | 15. City of Pitt Meadows        |
| 4. Bowen Island Municipality | 16. City of Port Coquitlam      |
| 5. City of Burnaby           | 17. City of Port Moody          |
| 6. City of Coquitlam         | 18. City of Richmond            |
| 7. Corporation of Delta      | 19. City of Surrey              |
| 8. City of Langley           | 20. Tsawwassen                  |
| 9. Township of Langley       | 21. City of Vancouver           |
| 10. Village of Lions Bay     | 22. District of West Vancouver  |
| 11. District of Maple Ridge  | 23. City of White Rock          |
| 12. City of New Westminster  | 24. Electoral Area A            |

For ease of reference Electoral Area A and Tsawwassen will be referred to as municipalities, while in reality the former is an electoral area and the latter a treaty First Nation. The City of Abbotsford was excluded from this study as it is not formally a member of Metro Vancouver.

#### *1.3.4 Neighbourhood & Community*

The terms ‘neighbourhood’ and ‘community’ are widely used in both academic and non-academic circles, yet are often seen as interchangeable. For the purposes of this report, we will understand the term neighbourhood to be “associated with specific geography” and the term community to be “associated with people living their lives in a common or shared way” (Peterman, 2000, p. 20). A neighbourhood can be understood to be the “the area immediately around one’s home” or “the places where people live, recreate, and undertake their round of daily activities” (Pacione in Infrastructure Canada, 2005, p. 1; Peterman, 2000, p.19). A community, on the other hand, is a group of people who share something in common. The commonality could simply be a place yet it could also be about shared interests, religious beliefs, ethnicity or any number of things. While the focus of this report is on the community of place in particular, it is important to recognize that in fact, “we are all members of many communities” (Peterman, 2000, p. 20).

#### *1.3.5 Community Capacity Building*

Community capacity building has been described as “a fairly new term for an age-old good: enabling people to define their own destinies” (OECD, 2009, para. 1). For the purposes of this report, “community capacity” will be understood to mean “the degree to which a community can develop, implement and sustain action which allows it to exert greater control over its physical, social, economic and cultural environments” (Littlejohns & Thompson, 2001, p. 33). Building this capacity entails development work that “strengthens the ability of community organizations and groups to build their structures, systems, people and skills so they are better able to define and achieve their objectives, engage in consultation and planning, manage community projects and take part in partnerships and community enterprises” (Skinner in CLDMS, 2010, p. 2). It includes aspects of training, organizational and personal development and resource building, organized and planned in a self-conscious manner, reflecting the principles of empowerment and equality (Skinner in CLDMS, 2010, p. 2).

### *1.3.6 Grassroots Grantmaking*

The NSG program is an example of grassroots grantmaking; “a strategy that utilizes modest grants and common sense to help people reclaim their place as change-makers in their own community” (Richardson & Works, 2013, p. 1). It “challenges funders’ traditional focus on assessing needs and providing services and looks instead to the community’s local assets – the people themselves and their potential to engage in solutions” (McNight & Kretzmann in Richardson & Works, 2013, p. 2). Funders involved in this type of grantmaking combine modest grants with technical assistance, training, leadership development and convening to enable grantees to become better connected with one another and the resources in the community (Grassroots Grantmakers, 2014, para. 2). The approach awards grants, typically ranging between \$500 to \$5,000, to support the work of passionate residents for projects that are often low-cost in nature and depend on volunteer commitment rather than professional help (Grassroots Grantmakers, 2014, para. 4). Funders have found this approach to be highly cost effective, yielding results that are far more significant than the grant dollars would have suggested (Grassroots Grantmakers, 2014, para. 4).

### *1.3.7 Place-Based Approaches*

The NSG program has elements of what has been coined a ‘place-based’ approach. As hinted at in the introduction of this report, the growing attention to this approach reflects a growing appreciation of the “unique significance of local settings: where diverse factors come together to generate either positive or negative effects” (Leviten-Reid, 2006, p. 4). A place-based approach ultimately aims to uncover local strengths, determine how these strengths can be used to address issues at the local level and develop a plan by relying “as much as possible on local residents for the implementation of that plan as well as its development” (McMurtry & Curling, 2008, p. 141). These approaches have typically been used in poverty reduction strategies and in addressing socio-economic and political ills, however the approach also focuses on “strengthening personal networks and enhancing social capital and a sense of community” (Pierson & Smith, 2001, p. 16). Robert Chaskin (2001) has identified the following four basic components which will serve to define what a place-based approach generally entails for the purposes of this report:

- 1) The identification of a geographically defined target area
- 2) A focus on comprehensive development, including an attempt to link economic, physical and social development activities
- 3) Support for a process of strategic planning based on a recognition of community assets and resources as well as needs
- 4) An insistence on community participation in the governance of planning and implementing development activities at the local level.  
(Chaskin, 2001, p. 300).

## **1.4 Organization of Report**

This report is organized chronologically, in the order by which the different research components were conducted. It will begin with an explanation of the aims of the project and the methodology used, followed by a review and summary of relevant literature, and then a review and summary of each research method. This report will conclude by bringing together both these academic and practical components and outline the recommendations for the Foundation to pursue in order to expand the NSG program.

**Chapter 1** will serve to introduce the topic and client as well as provide background information on the program and define key terminology.

**Chapter 2** will outline the conceptual framework and mixed methodology of this report, which comprises a review of literature, a focus group session, a questionnaire, demographic data collection and a survey.

**Chapter 3** will contain a review of literature on place-based partnership models, neighbourhood governance structures and will also aim to identify and summarize leading best practices in regards to cross-sector collaborations.

**Chapter 4** will be dedicated to the first data collection approach; the focus group session with existing NSG program partners. This chapter will discuss what guided the development of the questions for the session, outline the key findings and conclude with an analysis of these findings.

**Chapter 5** will be focused on the second data collection approach; a questionnaire to representatives of the City of Vancouver, the Foundation's current municipal partner for the Greenest City NSG. This chapter will describe the rationale for the questionnaire as well as outline the questions asked and summarize the results.

**Chapter 6** will be dedicated to the key deliverable of the report; a survey to the granting program administrators of each Metro Vancouver municipality. This chapter will describe the survey process, outline the results, and analyze and discuss these results. This chapter will begin by summarizing key demographic information on Metro Vancouver, which was a research task conducted in tandem with the survey development.

**Chapter 7** will synthesize the findings from each research method by addressing the five sub questions stemming from the primary research question and conclude with a final discussion.

**Chapter 8** will serve to outline the options for the client to consider.

**Chapter 9** will offer final thoughts on the report as a whole.

## Chapter 2.0: Methodology

### 2.1 Conceptual Framework

The conceptual framework applied to this project is based on the understanding that for a program such as NSG, the whole really is greater than the sum of its parts. The NSG program relies on the interplay of a variety of actors and it is the ways in which these different actors come together to combine their skills, interests and expertise that has led to the programs' success. In order to recommend a sustainable model, therefore, it is necessary to understand this interplay and to take stock of the various actors involved in expanding the program. The actors of interest for this report include leaders in the field of grassroots grant making and place-based work, community partners, municipal partners, the region of Metro Vancouver and their local governments. As outlined in the introduction of this report, five questions were developed which pertain to these actors and must be answered in order to build recommendations for the Foundation. The following diagram provides a visual representation of these actors and the information required from them:



The aim of this framework is to develop a solid understanding of each of these individual components in order to obtain greater knowledge on the NSG program and to develop an expansion model which leverages what each actor can bring to the table.

### 2.2 Methods

The goal of this research project is to culminate in a set of recommendations for the Foundation to pursue in order expand the NSG program across Metro Vancouver. In order to achieve this goal, a mix of qualitative and quantitative methods were applied to the five sub-questions outlined in the introduction of the report. This methodology, which was approved by the

University of Victoria Human Research Ethics Board, was guided by both a best practice and needs assessment research approach.

The best practice research approach is based on the idea that “instead of formulating an abstract ideal state we want to reach, we should develop what has been or is being implemented and is proven to work somewhere else” (Vesely, 2011, p. 99). This approach will prove useful for the client in terms of building upon what has worked for other organizations active in the field of grassroots or place-based grantmaking and in terms of what has worked with the clients’ existing municipal partnership.

The needs assessment approach can be understood to be “the process of measuring the extent and nature of the needs of a particular target population so that services can respond to them” (Hooper in Scottish Executive, 2004, p. 3). Ultimately the approach “clarifies what the problem is and why it exists, before creating solutions” (Hooper in Scottish Executive, 2004, p. 3). This approach is relevant to the aims of the project given that the client is keen to determine the need for the program amongst the residents and local governments of Metro Vancouver.

This section will outline the rational and procedures used to conduct the five methods resulting from these research approaches. These methods include: a literature review, a focus group session, a questionnaire, demographic data collection and lastly, a survey.

### *2.2.1 Literature Review:*

This method was used to address the first sub-question, to investigate scholarly research and the experiences of other organizations in regards to cross sector collaborations and partnership models for grassroots and/or place-based programs. The review involved the use of a variety of academic and non-academic sources including e-journals, books, websites and Google searches. Literature was targeted largely by keyword searches through the University of Victoria’s online library portal and through Google Scholar. Another key source of information used to conduct the literature review was through Grassroots Grantmakers, a Texas based organization whose members, which include the Foundation, operate grassroots grantmaking programs and whose website houses a variety of publications relevant to the topic at hand. Once the literature was identified, the findings were organized into categories and main trends were summarized.

### *2.2.2 Focus Group Session:*

This method was used to answer the second sub-question, to determine what makes the NSG program effective and what elements cannot be compromised. The goal in holding a focus group session was to generate discussion amongst the community organizations that currently partner with the Foundation to deliver the NSG program. These organizations are best placed to provide input on the program since they represent the needs and interests of their communities, have a unique understanding and experience of the program and have a stake in the programs’ expansion. This data collection method was chosen given that only a small number of organizations would be involved and due to a desire for the discussion to culminate in a group consensus.

The Foundation hosts a meeting with its NSG program partners each year, to which all partners are invited and encouraged to attend. The partners are represented at these meetings by their senior staff members and/or program or community development coordinators. It was decided that since the partners would already be convened together, and the meeting space already

booked, it would be logical to build the focus group session into the meeting. A fifteen-minute segment was therefore added as the final activity on the meeting agenda.

On the day of the meeting, the researcher distributed consent forms to all partners in attendance and asked them to complete the form should they wish to participate. They were notified that Foundation staff would be vacating the room at the conclusion of the meeting, and that as partners they were in no way obligated to participate. At the conclusion of the meeting, a total of 12 partners stayed behind and consented to participate in the session.

Four questions were asked during the session, which allotted approximately five minutes of discussion per question. The researcher posed the questions and facilitated the discussion, which was audio-recorded. The purpose in asking these questions, which can be found in Appendix A of this report, was to develop a vision for the expansion of the program, articulate what factors are essential to the success of the program and to understand the concerns existing partners may have about the expansion of the program.

### *2.2.3 Questionnaire:*

This method was used to address the third sub-question, to obtain feedback on the Foundation's existing municipal partnership with the City of Vancouver. The goal of the questionnaire was threefold; to ascertain what elements of the NSG program, or of the Foundation itself, encouraged the City to enter into a partnership, to capture any issues that were encountered during the development and implementation of the program and to request suggestions for future partnership initiatives. It was anticipated that obtaining this feedback would help the researcher to understand the needs, concerns and interests of the municipalities of Metro Vancouver.

The decision to use a questionnaire as opposed to interviews or some other method was based on a desire to increase the likelihood of City staff being able to participate and also to ensure participants could speak openly and candidly about their experiences. The questionnaire was developed based on conversations with the client and on news releases from both the Foundation and City of Vancouver regarding the results of the programs' first two years in existence. In addition to helping to prepare the questions, this information was also used to quantify the results, in terms of the number of projects funded and the overall success. The questions were prepared by the researcher and reviewed by both the client, in terms of content, and the researcher's supervisor, in terms of structure. A total of 15 questions were developed. The questionnaire can be found in Appendix B of this report.

Since there were only two key staff members involved in the joint programs' development and delivery, it was decided that these staff members would be the only suitable contacts at the City of Vancouver to participate in the questionnaire. The client provided the researcher with the emails of the two staff members, a City Councillor and a Sustainability Specialist, who were then emailed the invitation and consent form. Both staff members consented to participate in the questionnaire, which was housed on Fluid Surveys, a Canadian-based online survey company, and disseminated via an email link.

### *2.2.4 Municipal Data Collection & Survey*

The fourth and fifth sub-questions, to assess the circumstances of the planned expansion areas and to determine whether there is goal alignment and interest on the part of municipal

governments to partner with the Foundation, was addressed by gathering demographic data and by disseminating a survey to the granting program administrators in municipalities across Metro Vancouver.

The municipal data was gathered solely from publicly available secondary sources; predominantly data generated by Statistics Canada and the National Household Survey (NHS) which are assembled on the Metro Vancouver website. This information was augmented by the information available on municipal websites, municipal financial reports and official community plans. The focus of this data collection was to gather information in regards to demographics, community granting mechanisms, and municipal missions or goals. The purpose in gathering this data was to provide a snapshot of each municipality's demographics, size, needs and potential to implement the NSG program. This information was used to compile a profile for each municipality and to assist in the development of the survey questions.

The decision to employ a survey was due to a desire to reach out to all of Metro Vancouver's 23 municipalities in a practical and convenient format. The goal of the survey was to firstly introduce municipalities to the program and see if their interests aligned with those of the Foundation, secondly to gather additional information regarding their existing community granting programs (if applicable) and approaches to resident involvement, and lastly, to determine whether there is any interest in the partnership opportunity.

As with the questionnaire, the survey questions were developed by the researcher and reviewed by both the researcher's academic supervisor and client. A total of 37 questions were developed, which can be found in Appendix C of this report. The researcher and client decided to select participants based on their experience or involvement in a municipalities' community programming. For large municipalities, social/community planners and grant coordinators were called on to participate. In smaller municipalities, where such a staff member may not exist, the chief administrative officer or treasurer was invited to participate. The goal was to invite those with a strong relationship to the community and residents, or those who could speak to the needs and capabilities of their municipality. A total of 23 participants were selected, 1 per municipality, and were distributed an invitation and consent form by email. The participants were given 15 days to obtain permission to participate and to submit the necessary forms. Due to a low response rate, this deadline was extended by one week and phone calls were made to those that had not yet responded to the original invite email.

In total, 13 municipalities consented to participate. The survey, which was also housed on FluidSurveys, was distributed via email link and participants were given 30 days to make their final submission.

### ***2.3 Deliverables***

In addition to culminating in a set of recommendations and an academic report, the collected data was also used to deliver 3 additional items:

1. A summary of the key findings and final recommendations
2. A package of municipal profiles
3. A power point presentation of the final recommendations

These additional deliverables were created specifically to suit the needs and interests of the client. The summary is a simplified version of the report intended for actual use by the Foundation. The profile package is a practical way for the Foundation to store information on

each municipality and to assist the Foundation in its deployment of the partnership strategy. The power point presentation was used to inform Foundation staff about the project, and to illustrate the key findings and the suggested next steps.

#### ***2.4 Limitations and Delimitations***

There were several limitations related to the methodology of this report due to the practical considerations of the researcher. At the outset of the project, the client and researcher agreed that the project would be conducted largely outside of regular working hours, due to the researchers' full-time job commitments, and that no funding would be provided. Given these constraints, it was necessary to employ research methods which would be both low-cost and flexible. While it would have been desirable to have had greater time and means to devote to the project, the limitations outlined below are unlikely to have severely hindered the results or impact of the project.

Each of the chosen research methods contain limitations. For the focus group session, the greatest limitation was that an insufficient amount of time was allotted to the session. Although considering the short time frame a great deal of data was generated, much more nuanced data could have been collected had the session been extended to an hours time. Participants likely felt rushed and may not have had enough time to express their thoughts fully. Furthermore, it would have been beneficial for the questions to have been circulated prior to the discussion to allow participants greater time to prepare their thoughts.

For the questionnaire, the limitations are related to the small number of participants and the fact that the program has only been in existence since 2012. These limitations were unavoidable as only two staff members at the City of Vancouver were directly involved in the program and because, at the time of the study, the Greenest City NSG was the Foundation's only municipal partnership available to evaluate. It would have been beneficial to have had more than two perspectives gathered, in order to identify trends or commonalities, and to have had the opportunity to evaluate a more mature program. Given these factors, it is difficult for the findings to result in a definitive conclusion regarding the success of the partnership.

The most significant limitation of this project is in regards to the survey. It was anticipated that due to the Foundation's solid reputation and history of working across sectors, municipalities would be interested in participating in the survey. Since not all of Metro Vancouver's 23 municipalities consented to participate in the study, the final recommendations may not be applicable across Metro Vancouver. Another limitation is in regards to the selection of the participants. While the selected participants had suitable knowledge and experience to draw from, none of the participants were in a position to speak or make a commitment on behalf of their municipality. It is important to note that the survey responses simply reflect a municipal staff members' point of view, which may or may not be reflective of the municipality as a whole.

As for delimitations, the results of this study may not be transferable. As noted above, the reputation of the Foundation makes it a desirable partner. Other organizations seeking to employ the same strategies, but that are not be seen as stable or reputable, may not achieve the same results. Furthermore, the recommended strategies will be largely derived from the feedback from the municipalities of Metro Vancouver and will therefore be specific to the experiences and needs of these municipalities.

## **Chapter 3.0: Literature Review**

This section summarizes the results and key findings of the literature review in regards to partnership models that deliver a place-based or grassroots program. The literature review begins with a broad focus on cross-sectoral partnerships in general. The focus then narrows to the partnership particularities of the NSG program; the delivery of a place-based and/or grassroots program and the creation of structures that involve and engage residents in decision-making. The final section targets existing examples of local governments undertaking variations of NSG programs.

### ***3.1 Cross-Sectoral Partnerships***

The topic of cross-sectoral partnerships has been extensively explored both abroad and also within the Canadian context. While the majority of research concerning cross-sectoral partnerships has been focused on the public and private sectors, the non-profit sector has increasingly engendered a great deal of interest and study. This section will discuss the rationale and concerns in regards to public/non-profit sector partnerships and outline what have been identified as key ingredients for the success of these partnerships. This section is far from exhaustive given that the Foundation has already committed extensive resources to the topic through its Government Non-Profit Initiative (see the Reference section of this report for a link to the resource).

#### *3.1.1 Rationale & Concerns*

It is widely understood that government and non-profits are mutually dependant in delivering human services (Baldwin & Zonruiter, 2011, p. 3). Similarly, in their American-based study, Feiock and Andrew (2007) state that local governments increasingly involve non-profits in service delivery and have partnered to jointly develop and implement programs (p. 759). There is also a consensus that there exist substantial challenges to the practical implementation of partnerships between the two sectors (Baldwin & Zonruiter, 2011, p. 2). These challenges include a lack of understanding of institutional norms, as well as difficulties sharing information, finding appropriate joint decision making mechanisms and finding appropriate and mutually acceptable governance structures (Baldwin & Zonruiter, 2011, p. 2). Whitaker and Drennan (2007) also state that government non-profit relationships are not always as effective as they could be (p. 13). Challenges include governments' broad responsibilities for and to the entire community in contrast to a non-profit's more focused concerns, the many competing demands for government funds, the many groups seeking public policy support, governments' frequently much larger size as well as bureaucracy and governments' procedural requirements for accountability (Whitaker & Drennan, 2007, p. 13).

#### *3.1.2 Ingredients for Success*

The findings in this section are related to both Canadian and international experiences of cross-sector collaborations, with a particular focus on public and non-profit partnerships.

In terms of Canadian experiences, findings emerge from the Action for Neighbourhood Change (ANC), a pan-Canadian project aiming to revitalize and improve the quality of life in 5 selected neighbourhoods (Gorman, 2006, p. 5). The ANC project will be discussed in greater detail in the following section, however the lessons learned in terms of partnership success will be outlined here. According to an analysis of the ANC project by Eric Leviten-Reid (2006), one of the most

basic challenges for any collaboration is to forge a shared understanding of the nature of the work ahead (p. 2). A successful partnership, therefore, must have a solid foundation in terms of what end goal the partnership is intended to achieve. Leviten-Reid (2006) suggests that a partnership can increase the chances of being successful if there is a “complete and integrated set of ideas for guiding the initiative” (p. 2). Baldwin and Zonruiter (2011) in their evaluation of the London Child & Youth Network (CNY), a collaboration of community agencies and provincial government ministries, also state that a shared vision and common goal are essential to a successful partnership (p.2).

Baldwin and Zonruiter (2011) argue that trust and mutual respect and understanding are foundational principles as well (p.2). Additional ingredients for success, according to Baldwin and Zonruiter (2011) are “having a formal framework, shared leadership, formal commitment, good communication and joint investment” (p. 2). Baldwin and Zonruiter (2011) claim that in regards to the CNY, having a foundation plan laid the groundwork for trust and respect and included a “rationale for the partnership, membership principles, vision and goals of the project and the proposed outcomes, as well as high level expectations of members of the network” (p. 3). The CNY also created a formal communication structure in which information was shared and issues and ideas were presented for consideration and discussion (Baldwin & Zonruiter, 2011, p. 3). Lastly, it was noted that in “mutually dependent relationships, it is critical that the balance of power be approximately equal” (Baldwin & Zonruiter, 2011, p. 3). This was achieved by the CNY by providing the accountability framework and governance structure to all CNY members and sharing the responsibility for overseeing and implementing the entire agenda (Baldwin & Zonruiter, 2011, p.3). The success of the initiative was also attributed to having “committed and skilled leadership from the right people and the right partners within the local governments and nonprofits” (Baldwin & Zonruiter, 2011, p. 3).

In terms of international experiences, this section draws on the findings of the OECD LEED Forum on Partnerships and Local Governance. This forum resulted in the report entitled *Successful Partnerships: A Guide*, which was prepared by members and staff of the Forum. The guide asserts similar findings to those of the Canadian perspectives; partners have to share a vision and strategy, they have to communicate and they have to ensure that “everyone involved knows what the partnership is about, who is doing what and which outcomes are expected” (Brandstetter, Bruijn, Byrne, Deslauriers, Förschner, Machačová, Orologa & Scoppetta, 2006, p. 5-10). Similar to the findings of Baldwin and Zonruiter, the guide also states that resources must be devoted to monitoring and evaluation, formal agreements must be put in place and there must be an agreement over the structure of the partnership as a whole (Brandstetter et al, 2006, p. 5). In addition to these key components, the guide also states that there must also be a “shared analysis of the issues at stake” (Brandstetter et al, 2006, p. 5). While this ties into having a common understanding, this assertion also indicates partners have to undertake a common analytic approach to the issues at hand as well.

The guide also reiterates that a partnership must begin to evaluate at the outset of the collaboration: “In order to fully appreciate the direction taken by the partnership and its results it is important to establish the initial baseline as early into the partnership as possible and compile data on a regular and ongoing basis” (Brandstetter et al, 2006, p. 26). In addition, performance indicators and targets must be clearly identified at the outset of the partnership and clear roles must be identified for each partner (Brandstetter et al, 2006, p. 5 – 10).

The best practices identified here, from both Canada and abroad, outline in general terms how to create a successful partnership. The following section will speak more specifically to

partnerships that involve place-based or grassroots strategies, which is a closer match to the particularities of the NSG program.

### **3.2 Place Based & Grassroots Development Partnership Strategies**

While there are marked differences between place-based and grassroots strategies many existing partnership examples of these strategies involve elements of both. This section will focus largely on the Canadian experience of the Action for Neighbourhood Change (ANC) and the American and British experiences of Comprehensive Community Initiatives, often referred to as CCIs.

#### *3.2.1 Action for Neighbourhood Change (ANC)*

The ANC initiative “worked with local residents, not-for-profit agencies and public and private sector partners to develop locally based creative solutions for sustainable neighbourhood development and neighbourhood revitalization” (ANC, 2007, para. 2). The initiative, which was grounded in 5 Canadian cities, was launched in the spring of 2005 and ran for two years (ANC, 2007, para. 3 & 4). A great deal of Canadian research on multi-sector neighbourhood development strategies was spawned by this initiative, all of which is relevant to the focus of this report as it involved non-profit and public sector collaborations and a high degree of resident consultation and involvement.

In addition to identifying ingredients for successful partnerships, the work of Eric Leviten-Reid discusses key lessons from the creation and implementation of the initiative. According to Leviten-Reid (2006), a key lesson learned was that while “local initiatives often need resources from external sources, such as government, they also need the flexibility to pursue processes that suit local circumstances and that reflect the insight of local leaders” (p. 8). In addition to emphasising the need for flexibility, Leviten-Reid touches on key components of the resident involvement strategy employed throughout the initiative. Leviten-Reid (2006) notes that it is necessary to invest in capacity building throughout such a process by involving residents as “organizers, animators and researchers” (p. 8). In some instances, for example, neighbourhood residents were actually hired to work on projects (Leviten-Reid, 2006, p. 8). Leviten-Reid (2006) also noted that in order for these initiatives to be successful, it is necessary to “link residents with common backgrounds and interest and to build bridges amongst these different groups” (p. 11).

Cheryl Gorman, another well-known researcher of the ANC initiative, also highlights the pivotal role of residents. For Gorman (2006), resident mobilization is a critical first step which must not be rushed (p. 4). In addition to mobilizing residents, Gorman (2006) highlights the importance of “bridge builders”, or those “individuals and local level organizations that function as intermediaries among residents, neighbourhoods and the larger systems of support” (p. 10). These systems of support, according to Gorman (2006), can include “non-profit organizations, government at all levels, community based agencies, educational institutions as well as private sector companies and associations” (p. 10). In order to access residents and find these “bridge builders”, collaborators need to “go where residents naturally gather, listen to loud and soft voices and be prepared to facilitate conflict situations” (p. 19). Gorman (2006) notes that in addition to effectively mobilizing and connecting residents, partners need to be cognizant of the needs of residents, such as simplifying reporting requirements and associated paperwork (Gorman, 2006, p. 15).

### 3.2.2 Comprehensive Community Initiatives (CCIs)

The case of CCIs is relevant to the goals of this report as these initiatives work to “strengthen the capacity of participating organizations and neighbourhood residents to address a wide range of issues to bring about change” (Pomeroy, 2006, p. 7). Although the goals of these initiatives are often directed at poverty reduction and addressing socio-economic ills, the rationale behind these initiatives are similar to those of the NSG program.

A CCI can be understood to be both a place-based and grassroots approach to neighbourhood development. The roots of this type of initiative “lie in the settlement houses of the late nineteenth century and can be traced through the 20th century in a number of neighborhood-based efforts, including the fight against juvenile delinquency in the 1950s, the War on Poverty in the 1960s, and the community development corporation movement of the last 30 years” (Kubisch, 1996, para. 4). These initiatives were popularized in the United States and the United Kingdom, however, examples exist in Canada and many other nations around the world.

The following section will discuss how these initiatives were created. Chaskin (2001) provides an analysis of four cases of CCI strains in the United States. In each of the 4 city sites where the CCI was established, “a community foundation was chosen as the local sponsor and fiscal agent and was charged with identifying a target neighbourhood, hiring a staff direction and creating a neighbourhood collaborative, which was to act as the governance body at the center of the effort” (Chaskin, 2001, p. 301). These collaboratives, as stated by Chaskin (2001), were charged with identifying neighbourhood needs and their connections to one another and with developing strategies to address these needs (p. 301). Chaskin (2001) continues on to note that the membership of these collaboratives were structured to include residents of the target neighbourhood, neighbourhood business owners, professionals in the fields of community development and social services and representatives from the city’s public, private and non-profit sectors (p. 301). The goal in this structure was to promote “ongoing capacity within the neighbourhood for governance, planning, implementation and informed interaction with actors and resources beyond the neighbourhood” (Chaskin, 2001, p. 301.). Chaskin's findings once again speak to the need for sustained resident involvement and collaboration across various sectors in order for partnerships of this nature to be successful and sustainable. In Kubisch's 1996 study, she notes that in the early stages of a CCI, there is often a focus around the “choice of working through an existing organization, or ‘lead agency’ such as a community development corporation or a service agency, or creating a new mechanism such as a collaborative board or coalition” (para. 18). Kubisch (1996) also notes that “many CCIs elect to work through a new collaboration of some form, where individuals, comprising of residents and non-residents who are perceived to have access to outside resources or power, are brought together into a new decision-making and management structure” (para. 25).

In terms of lessons to be learned, Pierson & Smith (2001), in their evaluation of a CCI, state that “sustained positive change in individual and community well-being is best achieved through a participatory and just process that promotes individual leadership, associational ties and institutional capacity” (p. 16). Again here, it is evident that the crux to the success of these initiatives lies in the ability of partners to engage residents and create greater connections between all systems that support community or neighbourhood life. Kubisch (1996) states that in order for these types of initiatives to be successful, “funding needs to be flexible and long-term” (para. 16). Furthermore, Kubisch (1996) notes that “staff leadership is critically important” but that “formal leadership training programs do not seem to be developing the ‘pipeline’ the field needs” (para. 16). Kubisch appears to emphasize the role of key individuals in the success of these initiatives and that the leadership skills required for success are not easily taught or

transferred. Kubisch (1996) also concluded that in cases where new collaborations are created there are often problems as these collaborations “need to develop operating procedures from scratch and they need to earn their legitimacy” and warns that a “collaborative may not survive beyond the foundation’s funding” (para. 27).

### **3.4 Neighbourhood/Resident Governance Structures**

A common theme throughout these partnership experiences and best practices is also the need to create structures in which to engage and involve residents in a more functional and permanent way. As posed by Gorman (2006), “What is necessary to create sustainable, resident led governance structures?” (p. 20). While the Foundation, in partnership with community-based organizations, has created a successful resident-led governance structure, the RAC, it is not readily apparent how this structure fits within a local government context.

This section will investigate the literature related to neighbourhood or resident governance structures, primarily through the example of neighbourhood councils. This example, however, pertains more to citizen involvement in decision-making and is not specific to resident involvement in funding decision-making, which is the role of the RAC. The goal is to generate a discussion of the neighbourhood council structure and see whether there are ideas which can be borrowed and reinterpreted to meet the needs of the NSG program as it expands.

Investing in active citizenship is understood to be a crucial component to empowering residents, which is ultimately what the programs and strategies highlighted in this report are all about. Local governments, given their proximity to residents, play an important role in helping to make active citizenship a reality. As stated by Janis Foster Richardson, the Executive Director of Grassroots Grantmakers, “Our roots are in philanthropy, but our vision includes local governments as important place-based funders that are currently under-represented in our community of practice. We are interested in learning about the opportunities and challenges that local governments face as investors in active citizenship” (Richardson in Leighninger, 2008, p. 2).

Particularly in the last twenty years, a myriad of strategies have emerged to increase resident involvement in decision-making. As stated by Vandebelt (2003), in his review of the involvement of citizens in municipal decision-making, citizen participation was “shaped by the activism of the 1960s and 1970s, but was further defined by the socio-economic climate of the 1980s and 1990s” (p. 3). This climate, Vandebelt (2003) summarizes, was flavoured by an erosion of legitimacy of the public sector and a belief that the state sector was inflexible, inefficient and expensive (p. 3). The massive increase in interest in public participation is largely seen to be in response to these issues; for example to pressure the public sector to “reduce costs, increase services and prove the legitimacy of public services” (McClaverty, 2002, p. 185).

A well-documented structure that involves residents in decision-making are neighbourhood councils. The term ‘neighbourhood council’ is used in different ways in different places to describe a wide variety of formal and informal mechanisms for engagement in civic affairs (Maxwell, 2007, p. 8). Forms of these structures are found around the world and Canadian research circles, such as Inclusive Cities Canada, have found promising initiatives (Maxwell, 2007, p. 17). This section will focus on American examples of the structure that is “formed with the support of and a formal relationship with municipal government” (Maxwell, 2007, p. 9).

In the United States, neighbourhood councils can be “official city entities which act as advisory bodies to the Mayor, City Council and City departments on issues of concern in the neighbourhood” (Leighninger, 2008, p. 7). In the case of the Los Angeles Neighbourhood Council system, councils are managed by a governing body of people from their own neighbourhood who meet on a regular basis, and whose leaders are elected by residents through neighbourhood council elections (Leighninger, 2008, p. 8). In the Los Angeles system, the Council is allotted \$50,000 each year to spend on its own initiatives, including community beautification and outreach to the broader stakeholder base (Leighninger, 2008, p. 8). Not all neighbourhood councils, however, operate similarly. In the case of Tacoma’s Neighbourhood Council system, these councils are granted not-for-profit status and although they receive funding from the City, they are not part of the City’s government structure (Dierwechter & Coffey, 2010, p. 476). In Tacoma, the system allows residents of the city to identify problems facing their neighbourhoods, and to advise City government of the issues confronting various neighbourhoods (Dierwechter & Coffey, 2010, p. 476). Tacoma’s system also has a liaison from City government for each council, in order to ensure open communication between the two (Dierwechter & Coffey, 2010, p. 476). Another interesting component of the Tacoma system is that a larger community council was established, with a membership comprised of three representatives from each neighbourhood council (Dierwechter & Coffey, 2010, p. 477).

Dierwechter and Coffey’s study also reveal the many shortcomings of the neighbourhood council approach. Dierwechter and Coffey (2010) note in their evaluation that “city council members and neighbourhood council members held strikingly divergent views about the role and effectiveness of the neighbourhood council system” (p. 481). Neighbourhood council members, for example, “felt they contributed to a sense of cohesion and identity on the part of neighbourhood residents” and felt they had a “positive impact on the city” (Dierwechter & Coffey, 2010, p. 483). Many city council members, however, were dismissive of the neighbourhood council system and argued it is used to “manufacture consent” (Dierwechter & Coffey, 2010, p. 484). Furthermore, many city council members noted they had more success with project-based groups than with neighbourhood councils (Dierwechter & Coffey, 2010, p. 484). This being said, Dierwechter and Coffey (2010) conclude that overall, the council system was viewed as a “positive aspect of municipal involvement and civic engagement which would be enhanced with changes to the system” (p. 485).

In his 2008 report entitled the *Promise and Challenge of Neighbourhood Democracy*, Matt Leighninger also articulates similar shortcomings. While neighbourhood councils may “give a much broader array of people a legitimate voice in public decisions, many neighbourhood councils were originally envisioned as mini-city councils, and often replicate the limitations and disadvantages of city councils – but with fewer resources and less authority” (p. 8). Furthermore, the set of people involved in the typical neighbourhood council is generally not as diverse and does not necessarily instill democratic habits beyond the people involved in the council itself (p. 10). As in the Dierwechter and Coffey study, Leighninger's findings also indicate that temporary large-scale issue-specific initiatives have certain advantages over permanent council systems, particularly in the areas of recruitment and group process techniques (Leighninger, 2008, p. 11).

### **3.5 Local Governments and Neighbourhood Small Grants**

In addition to experimenting with structures that involve and engage residents in decision making, a small number of local governments have implemented programs similar to NSG. This section will discuss the neighbourhood granting programs in the US cities of Golden,

Greensboro and Missoula, as well as Canadian programs in the Municipality of Chatham-Kent and in the Province of Manitoba.

### *3.5.1 City of Golden*

The City of Golden in Colorado established the i-Golden Neighbourhood Grants program as part of its 'Year of Neighbourhood' (City of Golden, 2014a, para. 1). The program awards small grants of up to \$500 for projects which support Golden's neighbourhood values and takes into consideration Golden's sustainability goals (City of Golden, 2014a, para. 7). Residents are eligible to apply for these grants, and applications are evaluated by City staff and forwarded to City Council for final approval (City of Golden, 2014a, para. 6). These grants are generally intended for block parties, neighbourhood cleanup days and other small neighbourhood events and projects and all grant money is in the form of reimbursements (City of Golden, 2014a, para. 3-4). All projects involve a follow up evaluation which requires successful applicants to include photographs of the event, detail how the program helped strengthen the neighbourhood, state how many people were impacted, discuss new ways neighbours worked to create a healthier neighbourhood, whether objectives were met, and whether the project was successful (City of Golden, 2014a, para. 10). An interesting stipulation by the City of Golden is that any purchases related to these projects must be made from businesses located in Golden City limits, unless the item cannot be purchased in Golden (City of Golden, 2014b, p. 2).

### *3.5.2 City of Greensboro*

The City of Greensboro in North Carolina operates a Neighbourhood Small Projects program. This program allows neighbourhoods to partner with the City on small public projects that enhance their neighbourhood, are consistent with city policy/plan, are feasible and which demonstrate neighbourhood support and participation (City of Greensboro, 2014, p. 3). Eligible applicants for these grants are neighbourhood organizations with open membership who have been in existence for at least six months and ad hoc groups of neighbours who form a committee solely for the purpose of a specific project (City of Greensboro, 2014, p. 2). Furthermore, applicants can only make a request for a capital project, "which is an actual physical improvement on city-owned land" (City of Greensboro, 2014, p. 2).

Funding decisions for these projects are made through what the City terms a 'Public Approval Process'. Applications are reviewed by a citizen-staff review team that recommends action for each proposal and forward their recommendation to a Planning Board for discussion (City of Greensboro, 2014, p. 4). Eligible projects are then ranked and neighbourhoods are notified of the recommendations of the citizen-staff review team (City of Greensboro, 2014, p. 4). The discussion held by the Planning Board is made public and residents are invited to comment on the neighbourhood small project requests (City of Greensboro, 2014, p. 4). Final decisions are then made by City Council.

### *3.5.3 City of Missoula*

The City of Missoula in Montana has another unique variation of a neighbourhood small grant program. The program, which is called Neighbourhood Project Funds, is funded by the City however all funding decisions are made by a Community Forum. This forum meets on a monthly basis and is made up of one neighbourhood council representative from each of the city's 18 Neighbourhood Councils (City of Missoula, n.d-a, para. 2). Grants of up to \$500 are available for projects that benefit City residents and occur within City limits (City of Missoula, n.d-b, p. 1).

Eligible applicants do not need to be tax-exempt organizations, yet must be sponsored by a Neighbourhood Council Leadership Team or a Community Forum Leadership Team (City of Missoula, n.d-b, p. 1). These leadership teams are composed of individuals who are members of a Neighbourhood Council or Community Forum and have been elected as leaders by other members of the Neighbourhood Council or Community Forum. A unique stipulation of the program is that the projects must give recognition to Neighbourhood Councils and/or the Community Forum in some way (City of Missoula, n.d-c, para. 1). To satisfy this requirement, applicants work with a neighbourhood coordinator, a city staff member, on marketing or on other ways to provide recognition (City of Missoula, n.d-c, para. 1).

#### *3.5.4 City of Chatham-Kent*

The Municipality of Chatham-Kent has a very unique neighbourhood grant program, called the Cultivating Neighbourhoods Grant Program (CNGP), which has recently completed its inaugural funding cycle. The goal of this program is to “support the creation and implementation of neighbourhood-driven initiatives that build neighbourhood capacity, connections and liveability” (Chatham-Kent, 2014, p. 1). In the case of Chatham-Kent, a neighbourhood group develops a concept for a project within their neighbourhood that fits within the criteria for CNGP (Chatham-Kent, 2014, p. 1). Applicants must demonstrate that they are open and inclusive and that the group is composed of a significant number of committed people who live and/or work in the neighbourhood (Chatham-Kent, 2014, p. 2). Ineligible applicants include individual businesses, government agencies, political groups, district councils, universities, hospitals or newspapers (Chatham-Kent, 2014, p. 2).

Grant applications are then reviewed based on the City Councils’ directions by a cross-functional review committee, comprised of city staff from various departments (Chatham-Kent, 2014, para. 4). This review committee identifies five projects to proceed to the ‘voting’ stage, at which point the community is asked to vote for the project of which they approve (Chatham-Kent, 2014, para. 4). The voting is done through the CNGP homepage on the municipal website. The top three projects to receive the most votes are then awarded funds; \$2,500 for first place, \$1,500 for second place and \$1,000 for third place (Chatham-Kent, 2014, para. 4).

While in this example only a small number of grants are available and individuals are not able to apply, residents can form groups in order to access these grants and are directly involved in making the final funding decisions.

#### *3.5.5 Province of Manitoba*

Another example from within Canada is the Province of Manitoba’s Neighbourhoods Alive! initiative. The initiative provides funds to neighbourhood corporations across Manitoba to deliver small grant programs within their neighbourhood. The Flin Flon Neighbourhood Revitalization Corporation (FFNRC) is one such organization that operates this government-funded small grant program. The purpose of the grant is to support small projects that bring people together and respond to priorities of the FFNRC, which include housing, recreation, wellness and well-being, safety and crime, community capacity and beautification/image (FFNRC, 2014, p. 2). The grants, of up to \$5,000, are made available to local groups and organizations in Flin Flon (FFNRC, 2014, p. 2). These groups can be non-profit, incorporated or unincorporated (FFNRC, 2014, p. 1). Applications are reviewed and approved by the FFNRC. Unlike the Chatham-Kent program, neither municipal staff nor residents are involved in making funding decisions.

In terms of how the grants are paid out, the group submits receipts and/or paid invoices covering approved expenses (FFNRC, 2014, p. 2). There are exceptional cases whereby

advance funds are provided if the funds are necessary in order to carry out the project. In these instances, the remainder of the grant is distributed following the submission of a financial statement with copies or receipts/invoices proving the expenditure of the advance amount (FFNRC, 2014, p. 2).

Other neighbourhood corporations who are sponsored through the Neighbourhoods Alive! Initiative, such as the Daniel McIntyre St Matthews Revitalisation Inc, follow a similar format and provide small grants within the neighbourhoods they serve. This small grant model is in many ways similar to that of the Vancouver Foundations', given that community organizations distribute funds and administer the program. In this case, however, the program is sponsored by government rather than a community foundation and residents are not actively involved in making funding decisions.

### **3.6 Summary**

This section outlined best practices in regards to cross-sector collaborations and discussed existing examples of place-based and grassroots partnerships, resident involvement structures and local government experiences with programs similar to NSG. Overall, it is clear that a successful partnership requires clear lines of communication, shared understanding and goals and for all partners to have an equitable stake and role. Place-based and grassroots approaches that involve a variety of sectors require consistent and long term funding, flexibility and sustained resident involvement. Lastly, it was discovered that local governments are actively experimenting with resident involvement structures and some have implemented their own variations of neighbourhood small grants programs. While these attempts are not without challenges, it is apparent that several inroads have been made.

## **Chapter 4.0: NSG Partner Focus Group Session**

This section describes how the focus group session was organized and provides a summary of the discussion generated for each of the questions asked. This section will conclude with what the researcher found to be the key findings of the session and will articulate how these findings informed the subsequent research components.

The focus group session was conducted at the conclusion of the annual meeting of NSG partners, which was held at the Mount Pleasant Neighbourhood House on February 19<sup>th</sup>, 2014. The researcher had the opportunity to attend the annual meeting, introduce the project to the partners, and familiarize herself with the partners prior to launching into the session.

After a brief refreshment break, which provided an opportunity for Foundation staff and non-consenting partners to vacate the meeting room, the 12 participants took their seats and the researcher began the session.

### **4.1 Goals of Expansion**

A total of 13 responses were given to the first question (see Appendix A) with 1 individual providing more than one response. The first question was aimed at understanding what the NSG partners envision for the future of the program if it were to be expanded across Metro Vancouver. The question was worded to target the *impact* of expansion, not simply the obvious answer that if it were to be expanded it would reach a greater number of residents. The initial question did not appear to resonate with the participants so the researcher reworded the question and asked “Let’s say it is 2018 and the NSG program is available to every resident of Metro Vancouver – how would you know the expansion was a success?” Overall the partners indicated that the expansion will have been successful if people are aware the program exists, if people are getting to know their neighbours and if it becomes more common and more natural for neighbours to connect on a regular basis.

In terms of specific measures of success, one participant mentioned an indicator could be to ask residents whether or not they have participated in an NSG community based activity, led an NSG community based activity, or know someone who has. One participant noted that success could be measured in terms of levels of trust between neighbours and/or levels of fear in society. Ultimately if the program was a success, we would want to see increased levels of trust and reduced fear and anxiety. Another participant noted an additional measure could be in terms levels of trust and faith in public institutions and public services.

Several participants noted that the end goal of the expansion would be for the program to become the norm rather than the exception; it should become expected that every neighbourhood has a structure to welcome newcomers and to encourage more active community participation. Having the program expanded across Metro Vancouver should help to increase people’s sense of belonging on a local scale but also in the Metro Vancouver region as a whole.

### **4.2 Municipal Partnership Concerns**

The second question targeted any concerns the partners may have if the Foundation were to partner with municipal governments to co-fund the program. A total of 20 responses were given, again with several participants making more than one comment. The first responses highlighted

concerns regarding alignment between the goals of the Foundation and the goals of the municipalities. Several participants noted that they felt municipalities would have very strict goals, which would not fit at all with how the program is currently run. Participants noted that part of why the NSG program has been so successful is because of its flexibility. Participants also noted the pressure that would come along with a funding partner. With the money the municipalities would bring to the table it might urge the Foundation to make compromises and concessions it may not otherwise be willing to do. Participants also expressed that in their experience, municipalities do not recognize the supports that are needed to those that actually administer the grants. The partners would worry that the municipalities would want all of the funds to go towards the grants themselves, and insufficient support would be provided to operate the program. Another participant highlighted the concern that the bureaucratic way in which municipalities operate could threaten how the grants are administered and the RAC structure as a whole.

Several participants noted it would be fantastic to get increased funding for NSG, but not if there were a great deal of strings attached. Another participant noted that the whole idea of a municipal partnership is pre-emptive due to “residents distrust in public institutions”; unless trust is solidly in place, this idea will create even more barriers and exclude people even more. While all participants agreed it would be great to get municipal buy-in, the Foundation would have to be strong about holding to their principles and values and to keep the grassroots elements of the program. Ultimately, the program needs to be rooted in the community; it would need to be a partnership only in terms of operations not management.

While the majority of the responses highlighted concerns, participants also noted that collaboration could result in efficiencies in terms of getting access to city-related sites. Several participants noted how challenging it has been for projects to obtain permits, and how in some instances projects have been told to dismantle for not having a permit. If municipalities were collaborating on the program perhaps it would be possible to fast track permits for NSG projects and resolve these issues.

#### **4.3 Partner Skills**

The third question asked participants to reflect on characteristics and skills a partner must have in order to successfully deliver the program. A total of 16 responses were provided, again with 2 participants making more than one comment.

One participant noted that a partner must have community knowledge and trust from the community. A partner has to be seen as embedded, as a “living and breathing part of the community” and not seen as an outside institution. Another participant noted that the most important thing is having relationships already established and to know where to go to talk to people about the program and encourage people to participate. Other participants noted the importance of having a dedicated staff member for the program and to not try to run the program “off the side of their desk”; it is necessary to have someone with their full attention on it. The researcher followed up the question by asking which is more important, the relationships or having a certain number of staff, to which participants indicated it would absolutely be the relationships that would be more important. Another participant noted that a successful partner also needs to have history and trust with different community groups; a partner cannot only be focused on one area of expertise, they need to have broad relationships.

Several participants noted the importance of involving people who believe in the program and its ability to make real connections. These participants highlighted the role of the RAC's in this regard, who are not paid staff but who are really essential to the success of the program. Another participant noted that a potential partner has to trust in the approach and believe in the honour system; they also have to understand what capacity building within the community really means. It is important for the partners to build capacity within individuals so they can increasingly take on leadership roles. Building capacity and encouraging the community to get involved takes a considerable amount of staff time; a partner needs to be ready and willing to give this time.

Participants also noted that partners need to be able to help the Foundation to assess the program. In areas in which the Foundation is less familiar it is up to the partner to help to define what connections look like and to develop valid assessment tools. Participants also remarked that over time the Foundation has started looking for more accountability which now becomes a bit of an onus on the agencies administering the program.

#### **4.4 Summary**

Overall, while the session was brief it was a successful endeavour. Participants were engaged in the conversation and a lively discussion was generated. Furthermore, it was clear participants felt comfortable to openly express their concerns.

The key concerns and opinions of the current NSG partners resulting from the session are outlined below:

1. The goal of expansion should be to increase access and knowledge of the program, to increase community and neighbourhood connections, and to make these connections occur more regularly and naturally.
2. The Foundation must be aware that collaborating with municipalities could negatively impact the program, both in terms of reducing program flexibility and trust and in terms of reducing the appeal of the program to its intended audience.
3. If the Foundation were to collaborate with municipalities, the Foundation must hold on to the principles, values and grassroots elements of the program.
4. The program owes its success to the trust and flexibility in the relationship between the Foundation and its partners, the commitment of residents, and a belief by all involved in what the program is capable of achieving.
5. In choosing new partners, the Foundation must look for partners that are already embedded in the community, that have access to a broad range of relationships and community groups, and that have the ability to dedicate time to the program.

The existing NSG partners appear to be concerned about altering the status quo of the program, and are extremely wary of municipal involvement. While the partners acknowledge the need for greater financial support for the program, understand the benefits of expansion and agree that municipal buy-in would be helpful, it was clear they did not feel municipalities would be a good fit for the program.

In terms of the implications of these findings on the subsequent research components, it became clear that any model for the program would need to involve trust, flexibility and a commitment to the RAC structure. The questionnaire and survey, therefore, would need to gather information from municipalities regarding their current relationships with the community

and access to a volunteer force, the kind of accountability requirements they would need and, most importantly, their willingness to involve residents in decision making.

## **Chapter 5.0: Greenest City NSG Questionnaire**

This section describes how the questionnaire was conducted and provides a summary of the responses. This section will conclude with a summary of the key findings and a discussion of how these findings informed the development of the survey.

The researcher prepared the questions based off of the findings from the focus group session and from publicly available data regarding the Greenest City Fund, the over-arching program through which Greenest City NSG is offered, and the Greenest City Action Plan.

The researcher began by gathering news releases regarding the program launch from both from the Vancouver Foundation website and the City of Vancouver website. These releases outlined the rationale for the partnership, the amount of funds earmarked for the partnership and a description of the different funding streams involved, including the Greenest City NSG program. The researcher also investigated news releases containing lists of Greenest City NSG grant recipients for both the 2012 and 2013 funding cycles. This information provided the researcher with a basic understanding of why the partnership emerged and how the program is faring.

The Greenest City NSG is unlike the original NSG program as it is tied to a particular focus area. Since grant recipients, in this instance, were chosen based on their alignment with the Greenest City Action Plan Goals, it was important for the researcher to understand these goals. The researcher explored the publicly available data on the City of Vancouver website in order to obtain the necessary information.

The questionnaire was approved by the researchers' client and academic supervisor and both selected participants provided their consent to participate. The two participants, a City Councillor and a Specialist within the City's Sustainability Department, were circulated the link to the questionnaire by email on March 7<sup>th</sup>, 2014 and their completed submissions were received by March 20<sup>th</sup>, 2014.

The questionnaire had a total of fifteen questions. For the purposes of this summary, the researcher has roughly categorized the questions into the following five 'umbrella categories':

1. Why partner with the Foundation?
2. Why support NSG?
3. Were there concerns with the NSG approach?
4. Were there implementation issues?
5. What are some suggestions for the future?

### ***5.1 Reasons to Partner***

For the first group of questions, both respondents provided similar reasons as to why the City decided to partner with the Foundation. There was agreement that a main reason for partnering was due to the Foundation's capacity to reach the right potential applicants, namely residents, and that the Foundation already had a system for granting to individuals or groups of individuals. Both respondents also noted that the partnership would build new relationship as well as increase the City's granting capacity. Furthermore, both respondents noted the Foundation had expertise in administration, grant making and communication and also the financial capacity to match funds. One respondent also noted that partnering with the Foundation also enabled arm's length decision-making and de-politicized the granting process

while the other respondent noted it was expected that the partnership would also generate a greater range of projects to fund.

## ***5.2 Reasons to Support NSG***

As with the first category of questions, both participants had similar responses in regards to the second category. These questions were aimed at understanding what interested the City about NSG.

Both respondents noted the appeal that NSG reaches out to a broad range of individuals and groups, is easily accessible and brings benefits well beyond the dollar amount invested. These benefits, according to both respondents, include building community capacity, empowering individuals and creating a shared sense of responsibility for meeting goals. Along this vein, one of the respondents highlighted the fact that the program develops new neighbourhood relationships and infrastructure. One respondent also noted that the program created innovative ideas that can be scaled up. Unlike the other funding streams of the Greenest City Fund, as stated by one respondent, the Greenest City NSG grants are more accessible, due to their small size and less intensive application process, which meant an opportunity to reach a larger audience.

## ***5.3 Concerns***

For the third category of questions, the respondents had quite opposite responses. The questions in this category pertain to whether or not the City had concerns about using the NSG program structure. One respondent indicated there were no concerns as the Foundation already had accountability structures in place. The other respondent, however, noted several concerns.

The first concern was whether or not the community partners would have the experience and administrative capacity to deliver the program. The second was in regards to the RAC structure, and whether those making funding decisions would adequately meet the goals of the program. Recalling that in the instance of Greenest City NSG, the aim is to meet the goals stipulated in the Greenest City Action Plan. The last concern was regarding whether partners would adequately measure impacts, as requested by the Foundation, and whether it would be possible to demonstrate value for money.

## ***5.4 Implementation Issues***

As with the third category of questions, the respondents had differing opinions. These questions were regarding whether or not issues were encountered during the implementation of the program. One respondent did not feel there were any implementation issues, whereas the other respondent listed several issues. In terms of the successful grant applications, the respondent noted there was lack of knowledge regarding what kind of permission or insurance was needed to carry out the projects. In some cases, projects were delayed or unsuccessful because of this, meaning that perhaps another project should have received the funds instead. The respondent also noted that there was a lack of variety in the projects, and that most funding projects fell under one goal only. Lastly, the respondent noted that the demands and requirements of the City in terms of measuring impacts were sometimes at odds with the Foundations' style and choice of content.

### ***5.5 Suggestions for the Future***

As for the last set of questions, aimed at garnering constructive feedback on the partnership, both respondents had feedback to deliver. The respondent who articulated concerns in the previous questions suggested that the Foundation distribute a guide regarding project requirements, which was created by the City, to grant applicants in order to resolve the identified implementation issues. The respondent also noted it would be useful for the Foundation to generate ideas to inspire new projects in other goal areas and to ensure that the results, particularly the number of people being empowered, are being measured. The respondent, who did not articulate any concerns earlier on in the questionnaire, highlighted the importance of ensuring there is equal recognition for both partners as at times there was confusion of it being a joint initiative, not solely the City's or the Foundation's.

### ***5.6 Summary***

Overall, the City appears happy to support the NSG program and while there may be some challenges, the City is largely satisfied with the partnership. It is very interesting that while both respondents were in agreement regarding the reasons for partnering with the Foundation and supporting the NSG program, they were not in agreement over how successfully the program has been implemented to date. This is perhaps in part related to the different perspectives of the respondents; one a City Council member and the other a staff member actively involved in the day-to-day operations of the program. The respondent with more active involvement highlighted the implementation issues and concerns, whereas the City Council member did not articulate any concerns at all. It is possible the City Council member was not made aware of these issues, or did not grant these issues as much weight as the staff member who was more directly responsible for rectifying them. Regardless of whether the concerns were shared amongst the questionnaire respondents, the concerns do corroborate those identified in the focus group session, largely the issues with permits, goal misalignment and accountability requirements.

The results of the questionnaire helped the researcher to understand how a municipality might perceive the Foundation and the NSG program in particular. Since the purpose of the survey is in part to introduce municipalities to the program, the questionnaire findings were very helpful in terms of describing the program in 'municipal' language and to determine what aspects of the program are particularly appealing to a municipality. The accountability and misalignment concerns brought to light in the questionnaire also demonstrated the need to ask municipalities to clearly outline their accountability requirements and to understand what their goals might be if they were to support the NSG program.

## **Chapter 6.0: Municipal Data Collection & Municipal Survey**

This section illustrates the results of the largest component of this research methodology; a survey to the granting program administrators of all 23 of Metro Vancouver's municipalities. As outlined in the methodology section of this report, prior to creating the survey, data was collected on each municipality in order to fully understand their unique characteristics. This section will begin by outlining the key findings of this data collection, followed by a discussion of how the survey was created and disseminated, and then will summarize the survey responses. This section will conclude by tying together the demographic data and survey responses and articulate how these findings would impact the final recommendations to the client.

### ***6.1 Municipal Data Collection***

The purpose in collecting demographic data is to provide the client with an understanding of the characteristics of each municipality and to see if these characteristics are a suitable fit with what the Foundation and NSG program have to offer. The strategy in collecting this data was to focus on: indicators that the municipality could benefit from the NSG program, whether the municipality has a community granting approach and whether the Foundation and the municipalities share any common goals. Please refer to Section 1.3 of this report for an overview of the Metro Vancouver region.

#### ***6.1.1 Indicators and Collection Methods***

Indicators that a municipality may benefit from the NSG program were developed based on the findings of the Foundation's June 2012 survey of Metro Vancouver, entitled Connections and Engagement. The survey involved 3,841 people across Metro Vancouver and aimed to measure people's connections and engagement (Vancouver Foundation, 2014d, para. 2). The findings of the Connections and Engagement survey is largely what urged the Foundation to focus on expanding the NSG program, which is why the researcher decided to use these findings as a basis for this data collection phase.

The Connections and Engagement survey found that the residents most at risk at feeling disconnected and unengaged are likely to share some of the following characteristics:

- Aged 25 – 34
- Newcomers
- High-rise apartment dwellers
- Single households

In addition to these characteristics, the survey found that a residents' financial stress and ethnic background might also have an impact on the ability to feel connected within a neighbourhood or community.

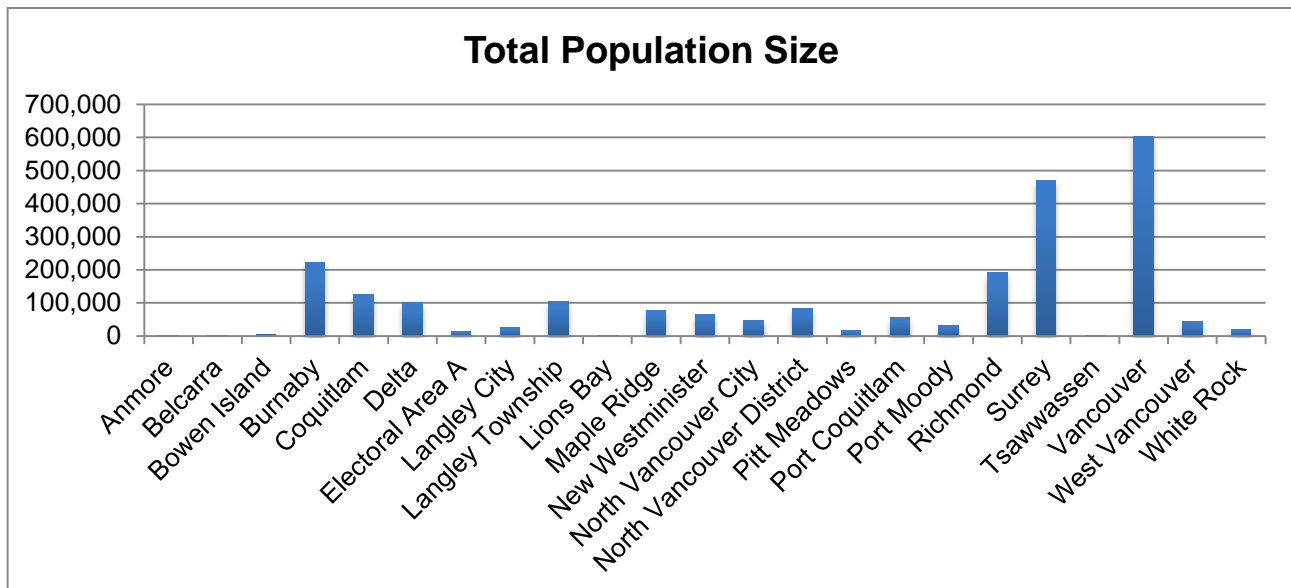
Given these findings, the researcher decided to focus on collecting demographic and housing data, which was available on the Metro Vancouver website. The majority of the data housed on this website is generated by Statistics Canada and the National Household Survey (NHS), which is also conducted by Statistics Canada. The 2011 NHS, which is the data used in this study, was distributed to approximately 4.5 million households (Statistics Canada, 2014, para. 1). The data generated by Statistics Canada is based on the 2011 Census, which was the most recent census information available at the time of the project.

The following sections provide a comparison of each municipality in terms of both general demographic information and the specific indicators outlined above. The general information summarized below will include the total population size of each municipality, average income level as well as major ethnic groups. The specific indicators will be demonstrated by a comparison of each municipality in terms of the portion of the population aged 20 – 34, those who live in apartments and single-person dwellings, and those who are unmarried.

### 6.1.2 Population Size

Table 1 below provides a comparison of Metro Vancouver municipalities in terms of their total population size. It is clear that Vancouver is by far the largest municipality, with a total population of 603,503. Surrey is the second largest city, with a total population of 468,251, and Burnaby the third largest city, with a total population of 223,218. The mid-sized municipalities, with a population ranging from 100,000 to 200,000 are Richmond, Coquitlam and the Township of Langley. The remaining municipalities have populations of under 100,000.

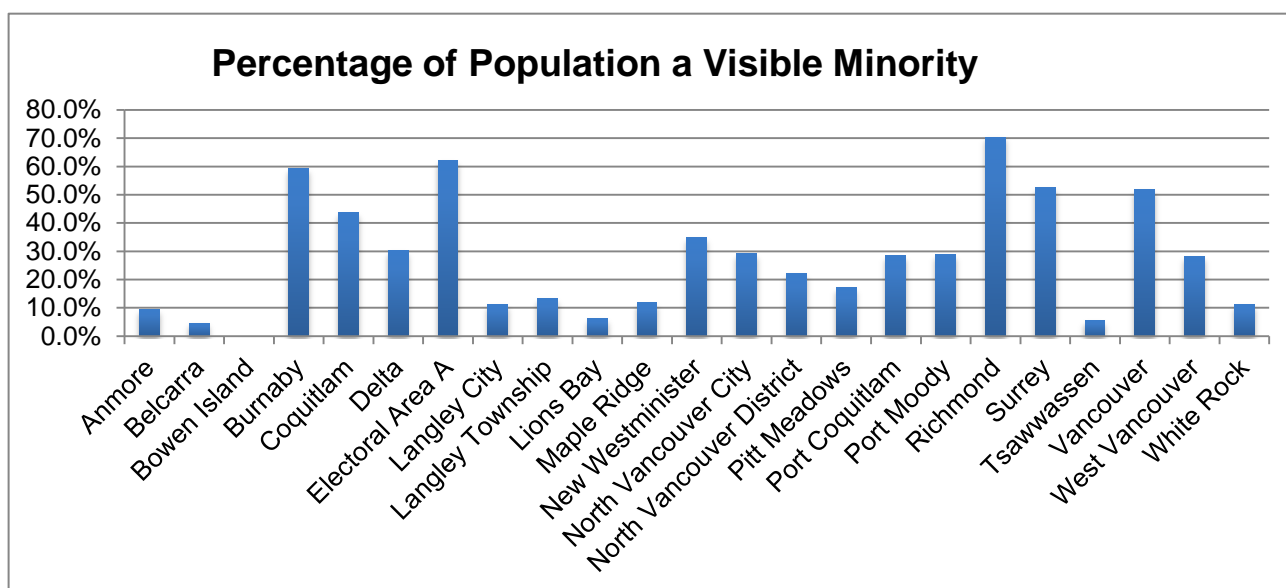
Table 1: Total Population Size by Municipality



### 6.1.3 Visible Minorities

Table 2 on the following page illustrates what percentage of the total population belongs to a visible minority in each municipality. Statistics Canada defines the term visible minority as per *The Employment Equity Act*, which states that visible minorities are “persons, other than Aboriginal peoples, who are non-Caucasian in race or non-white in colour.” (Statistics Canada, 2013, para. 2). Richmond has the largest proportion, with a total 70.4% of its population belonging to a visible minority. For Electoral Area A, Burnaby, Surrey and Vancouver, over 50% of their respective populations are a visible minority. The majority of the remaining municipalities have a percentage of approximately 30% or lower, with Anmore, Belcarra, Lions Bay and Tsawwassen exhibiting the lowest percentage of visible minorities overall.

Table 2: Percentage of Total Population a Visible Minority by Municipality



Additional research was conducted to determine the predominant ethnicity and mother tongues in each municipality as well as to determine which visible minority is the most prominent. These statistics were obtained from the 2011 NHS.

A total of 17 municipalities list English as their predominant ethnicity. The exceptions are Burnaby, Electoral Area A, Richmond and Vancouver, whose predominant ethnicity is Chinese, and Surrey, whose predominant ethnicity is East Indian.

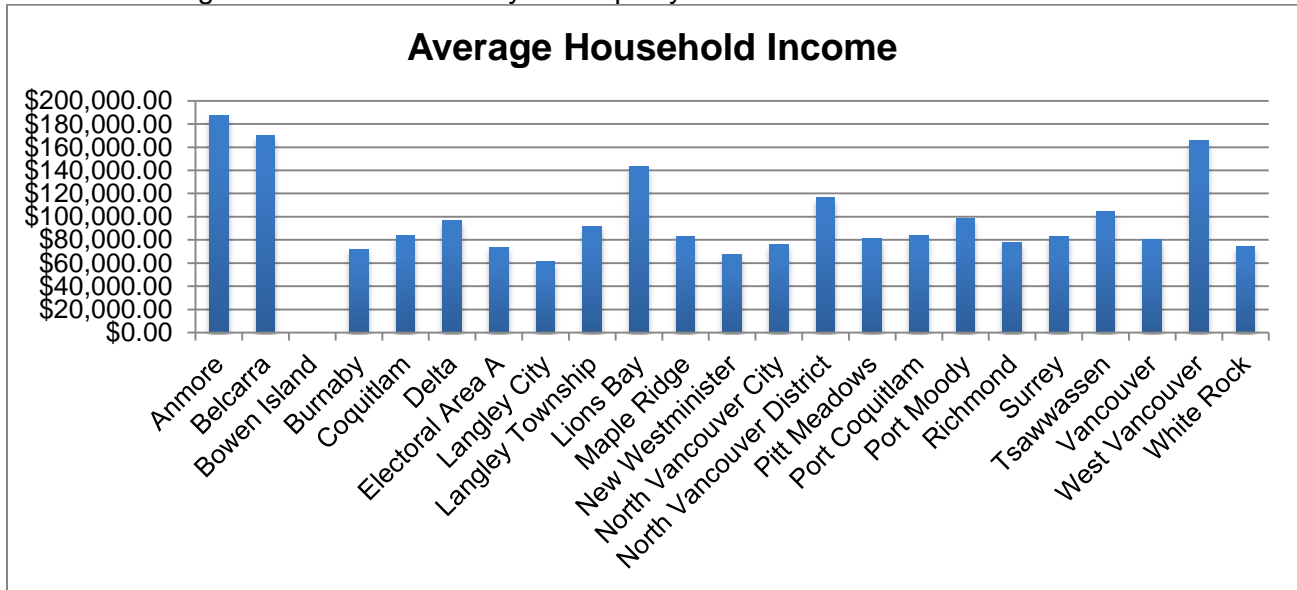
The most common mother tongue in all municipalities is English, however, other dominant mother tongues include Chinese, Mandarin, Persian, Cantonese, French, Punjabi and Korean.

In terms of the most predominant visible minorities, a total of 15 municipalities indicate that their largest minority population is Chinese. The most prominent visible minority for Delta, City of Langley, Maple Ridge, Pitt Meadows and Surrey is South Asian. The exceptions to these are Belcarra, whose most prominent visible minority is Japanese, and the City of Vancouver, whose most prominent visible minority is West Asian. Please note that no comparable data was available for Bowen Island.

#### 6.1.4 Average Household Income

Table 3 on the following page illustrates the average household income by municipality. It is clear that Anmore, Belcarra, Lions Bay and West Vancouver have the highest household income, all at above \$140,000. With the exception of the District of North Vancouver, with an average household income of \$116,771, the majority of municipalities fall within the \$60,000 to \$80,000 range. The municipality with the lowest average household income is the City of Langley with an average of \$61,288. Once again, please note that no comparable data was available for Bowen Island.

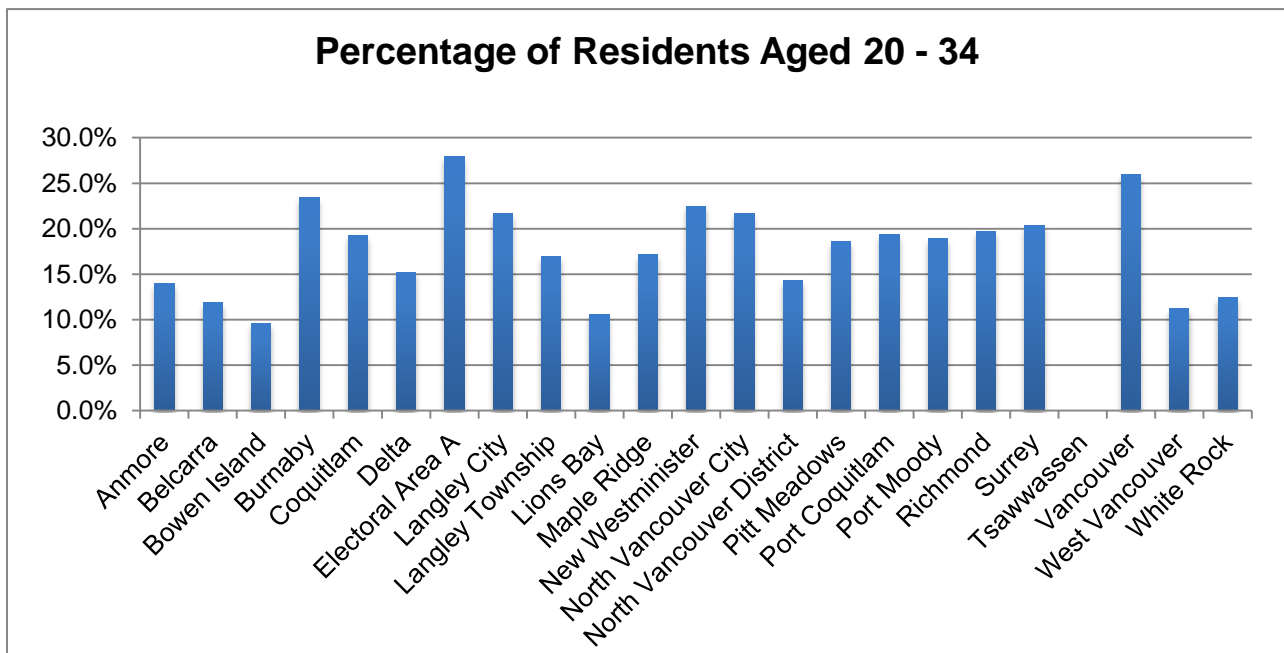
Table 3: Average Household Income by Municipality



6.1.5 Residents Aged 20 – 34

The Connections and Engagement Survey identified residents aged 25 – 34 as at risk of being excluded. The age range used by Statistics Canada is 20 – 34, and therefore does not quite fit within the stipulated range, however it is the best data available for this comparison. As shown below in Table 4, Electoral Area A, Vancouver and Burnaby have the highest percentages, with 27.9%, 26% and 23.4% respectively. The majority of the municipalities fall between 10% to 20%, with Bowen Island coming in with the lowest percentage, 9.6%. Please note that comparable data was not available for Tsawwassen.

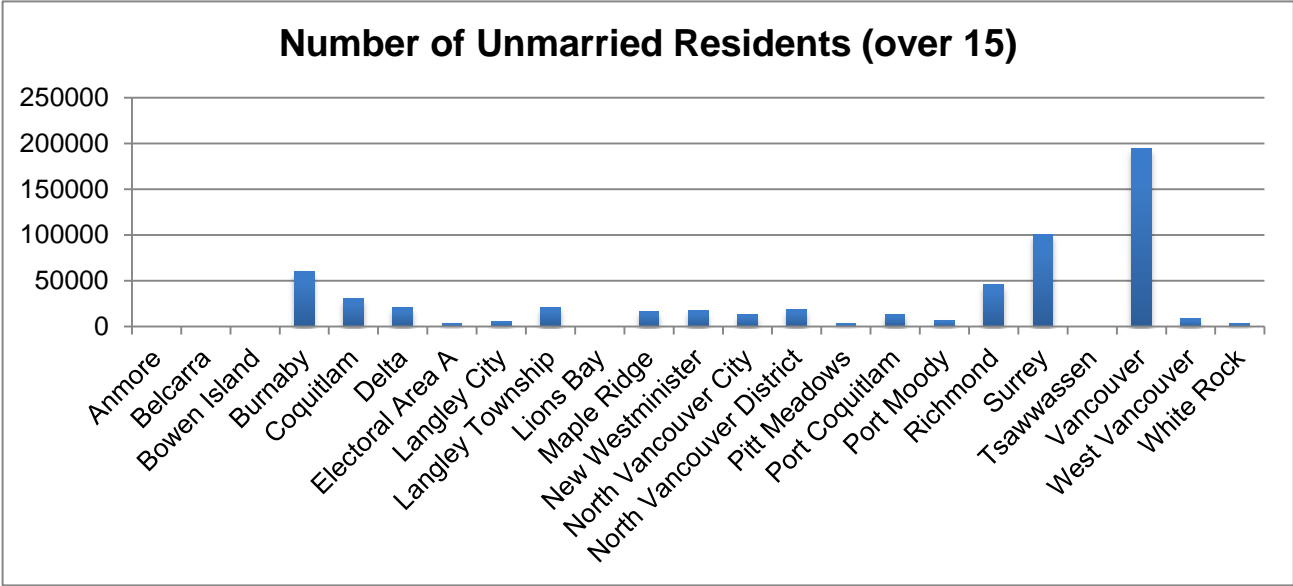
Table 4: Percentage of Residents Aged 20 - 34 by municipality



6.1.6 Unmarried Residents

Table 5 below provides a comparison of municipalities in terms of the number of unmarried residents over the age of 15. Vancouver once again has by far the largest number of unmarried residents with a total of 194,270. Surrey and Burnaby once again have the second largest concentrations, with 100,530 and 60,135 respectively. The majority of municipalities fall within the 10,000 to 50,000 range, while Belcarra, Tsawwassen, Lions Bay, Anmore and Bowen Island have the lowest number of unmarried residents.

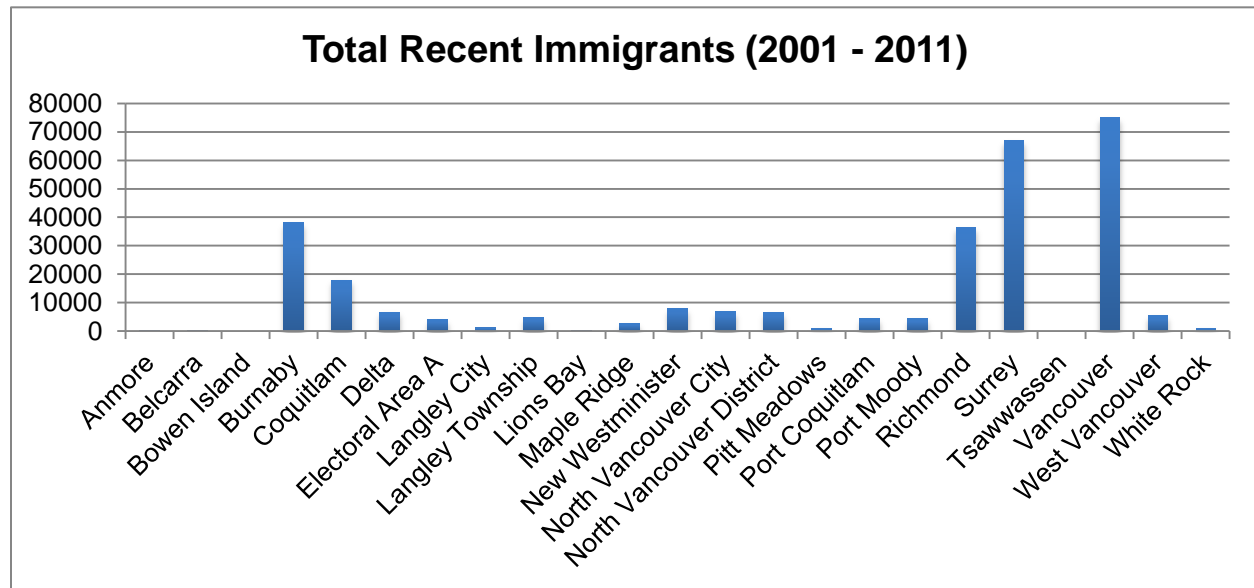
Table 5: Number of unmarried residents over the age of 15 by municipality



6.1.7 Newcomers

The Connections and Engagement survey also found that newcomers are more likely to find it difficult to feel connected and engaged within their larger neighbourhood or community. The data chosen for this indicator was the number of new recent immigrants in a municipality from 2001 to 2011. Table 6 below shows that Vancouver and Surrey had the largest number of new immigrants during that time period, with a total of 74,980 and 66,965 immigrants respectively. Burnaby had the third largest number of recent immigrants, with a total of 38,040 immigrants, and Coquitlam the fourth with a total of 17,945 immigrants during the 2001 to 2011 period. The remaining municipalities came in under the 10,000 mark, while Belcarra, Lions Bay and Anmore came in with under 150 recent immigrants during that same time frame.

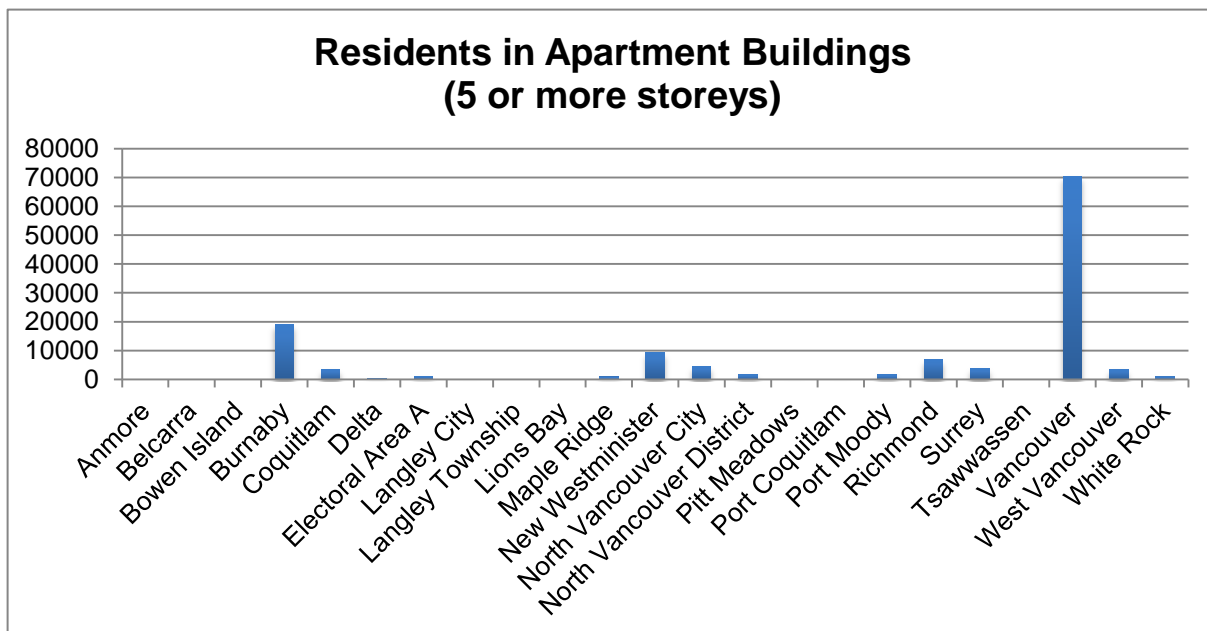
Table 6: Total Recent Immigrants (2001 – 2011) by Municipality



### 6.1.8 Apartment Dwellers

The Connections and Engagement survey also identified apartment dwellers, particularly those living in buildings of five or more storeys, as likely to feel unconnected and disengaged. As illustrated by Table 6 below, Vancouver has the highest number of residents living in an apartment building of five or more storeys, with a total of 70,265. Burnaby has the second highest number of apartment dwellers, with a total of 19,055. New Westminister and Richmond are the third and fourth highest, with a total of 9,315 and 6,950 respectively. The remaining municipalities have between 5 to 5,000 apartment dwellers, while Anmore, Belcarra, Bowen Island, Township of Langley, Lions Bay and Tsawwassen did not have any residents living in apartment buildings of five or more storeys.

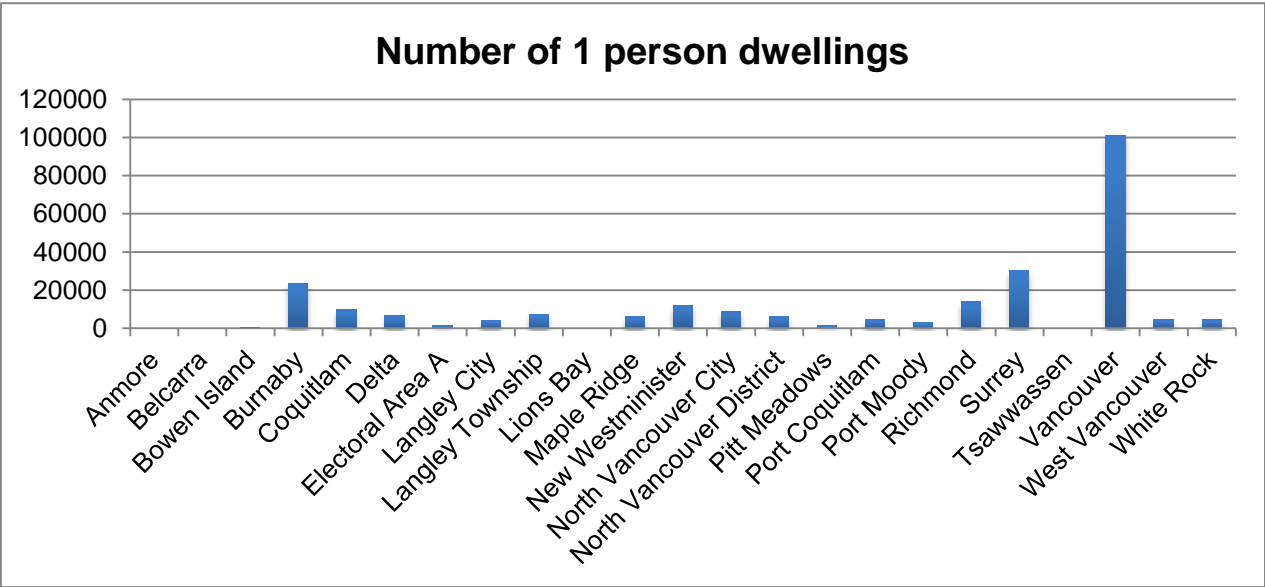
Table 6: Residents in apartment buildings of five or more storeys by municipality



6.1.9 Single Person Dwellings

The Connections and Engagement survey also identified that residents living on their own are also more likely to feel excluded. Table 7 below illustrates how many residents in each municipality live on their own. The largest number of single person dwellings are concentrated in Vancouver, with a total of 101,205 residents who live by themselves. Surrey and Burnaby have the second largest concentrations, with 30,145 and 23,655 single person dwellings respectively. Richmond, New Westminster, and the City of North Vancouver fall within the 10,000 to 16,000 range, while the majority of the remaining municipalities fall within the 3,000 to 9,000 range. The municipalities with the lowest number of single person dwellings are Belcarra, Anmore, Lions Bay and Tsawwassen.

Table 7: Number of persons living in one-person dwellings by municipality



6.2 Community Granting Mechanism Data

In addition to gathering relevant demographic information, the Foundation was very interested in determining whether the majority of municipalities have their own community granting mechanisms in place and, if yes, whether there were similarities amongst these programs.

The researcher assembled this data by conducting a scan of each Metro Vancouver municipality website. For some municipalities, the researcher was able to find a dedicated page regarding their community grant program. In several instances, however, there were no designated pages therefore the researcher did keyword searches to probe for more information. The keywords used in the search were ‘community grants’, ‘community grant program’, ‘grants’ and ‘community outreach’.

The results of this research can be found in Appendix D of this report. The table includes both the research related to this section and data collected from the survey. This table provides an overview of granting programs with a community or neighbourhood focus. It is important to note that several municipalities have a variety of different community funding streams available. For the purposes of this report, multiple programs are listed only if the additional program a) had a

different community or neighbourhood focus or b) had different eligibility requirements. It is important to also note that the researcher organized the goals of these programs into the following 4 categories:

1. Benefit/Enhance the community – Service Focus
  - Municipalities were placed in this category if they identified a desire to support the improvement/expansion/enhancement of community services
2. Benefit/Enhance the community – Spirit/Celebration Focus
  - Municipalities were placed in this category if they identified a desire to build community spirit and pride by supporting community enhancements, events, festivals and other forms of celebration
3. Benefit/Enhance Neighbourhood & Public Spaces
  - Municipalities were placed in this category if they identified a desire to support projects which would improve or enhance the neighbourhood and/or public areas
4. Community Building/Engagement
  - Municipalities were placed in this category if they identified a desire to engage residents and did not explicitly mention any of the other categories (service, spirit/celebration or neighbourhood/public space improvements).

The researcher identified trends and created these categories in order to present a more coherent picture for the client of the community granting mechanisms across Metro Vancouver. This categorization is a simplistic overview of these programs and does not aim to represent all facets of these programs. In reality, these programs are all designed and administered in different fashions and aim to meet a multitude of goals simultaneously.

In total, it was discovered that 18 municipalities have a community granting mechanism in place. 11 municipalities were categorized as being service oriented, 7 as spirit or celebration oriented, 4 as being neighbourhood or public space oriented, and lastly, 3 were categorized as focused on community building or engagement.

### **6.3 Goal and Mission Data**

In addition to gathering community granting mechanism data, the researcher scanned municipal websites, municipal financial reports and official community plans in order to identify goal overlap between municipalities and the NSG program. As with the granting mechanism data, the researcher compiled information from each municipality, identified trends, and created categories in order to more easily represent goals across Metro Vancouver. Unlike the goals identified earlier which are specific to the community granting program, these goals are for the municipality as a whole.

The researcher identified 8 different goal categories. Table 8 below contains a description of the goal and the number of municipalities that identified the goal either on their municipal website, financial report and official community plan:

Table 8: Municipal community-based goal trends

<b>Goal description</b>	<b># of Municipalities with this goal</b>
1. To create or enhance a sense of belonging, community, connection or neighbourliness	12

2. To enhance or increase participation, engagement or volunteerism	11
3. To create, enhance and celebrate civic pride and community spirit	9
4. To enhance or maintain community identity, culture, traditions or strong sense of place	8
5. To protect and improve health and well-being	7
6. To encourage inclusiveness and social cohesion	5
7. To maintain and improve safety	4
8. To create and enhance vibrancy	4

Based on the publicly available information, it is clear that the majority of municipalities are interested in creating a sense of community and in encouraging participation and engagement. These goals do indeed overlap with the first goal of the NSG program, which are outlined in Section 1.3 of this report, to connect and engage neighbourhood residents. It is also apparent that enhancing civic pride or spirit and maintaining a strong sense of identity and place are also important goals for the municipalities. Once again, this goal overlaps with the NSG programs' goal of building a sense of ownership and pride. Goal 5, to protect and improve health and well-being was identified by several municipalities as a key goal for their communities. This goal does not, however, directly overlap with the stated goals of the NSG program. Goals 6, 7 and 8 are not as commonly identified as a key goal. While goal 7 does not overlap with the NSG program, goals 6 and 8 are goals of the NSG program. Overall, the results of this research indicate there is a considerable number of shared goals between the municipalities and the NSG Program.

#### **6.4 Summary of Municipal Data Collection**

Overall it does appear that the circumstances of many of these municipalities are a good fit with the NSG program. The demographic data confirms that the indicators stemming from the Connections and Engagement survey are relevant to the Metro Vancouver region. The data also helped to identify, based on these indicators, which municipalities could most benefit from a program such as NSG. After identifying the top 4 municipalities for each indicator, excluding population size and proportion of visible minorities, the researcher determined which municipalities were most frequently in this top 4 range. Based on this method, the municipalities most in need of a program such as NSG would be, Burnaby, the municipality most frequently in the top 4 range, followed by Vancouver, Surrey, Richmond, New Westminster, Electoral Area A and Langley City.

The data collected regarding municipal community granting mechanisms and goals also indicate that the circumstances in the municipalities may be conducive to a partnership with NSG. Since the vast majority, 78%, of municipalities have a program already in place, it signifies that the municipalities are supportive and active in the realm of community granting. As for the municipal goal/mission data, the data clearly indicates that there is significant goal alignment between the municipalities and the NSG program.

This data provided the researcher with a broad overview of the circumstances of Metro Vancouver. This baseline information helped the researcher to identify pertinent questions for the survey and pinpoint areas where publicly available information was insufficient. The survey, the results of which will be discussed in the section that follows, afforded the researcher an

opportunity to gather more detailed information and to corroborate, or dismiss, the findings from this data collection phase

## **6.5 Survey**

The survey was a major component of this research project as it served not only to collect information, but in many cases, to introduce municipalities to the program and alert them to an opportunity to support the program. A total of 13 municipalities consented to participate in the survey, which was circulated on April 28, 2014 and returned by June 15, 2014. While it is not possible to identify the individual participants of the survey, the participating municipalities are as follows: Burnaby, Coquitlam, City of Langley, Township of Langley, Maple Ridge, New Westminster, City of North Vancouver, District of North Vancouver, Pitt Meadows, Richmond, Surrey, Vancouver and West Vancouver.

The survey, which can be found in Appendix C of this report, contained 37 questions which were categorized into four sections. Section 1 was aimed at determining the needs of the municipalities and to identify any goal alignment. Section 2 was aimed at gathering information regarding the municipalities' community granting mechanisms and to understand whether their existing mechanism is meeting their needs. Section 3 was aimed at understanding how municipalities are currently involving residents in their community granting mechanism, and to determine whether municipalities would be interested in a resident-driven approach to grant making. Lastly, the purpose of section 4 was to determine whether the municipalities have experience or an interest in partnering with a community foundation. The section which follows will summarize the results of each category of questions.

### *6.5.1 Needs and Goal Alignment*

Section 1 included a total of 11 questions. All 11 questions asked participants to identify the importance of various goal statements. These goal statements were based on the stated goals of the NSG program, in order to identify goal alignment, and the stated goals of the various municipalities, in order to compare the survey results to the findings of the data collection phase.

All participants were in agreement that their municipality would like to engage and connect residents from different community groups, engage and connect residents from different generations, to identify opportunities to develop the creative potential of their residents and to identify opportunities to increase the well being of vulnerable populations. There was also a high level of agreement, 12 of 13 participants or 92.3%, in regards to a desire to help residents to capitalize on their skills and more actively participate in decision-making, a desire to build trust and confidence in their municipality, and a desire to create or enhance in their residents a sense of pride and ownership over the future of their community. Agreement was also strong, at 84.6%, that the participants only somewhat feel that residents in their community feel connected to one another.

The majority of participants, 53.8%, stated they were concerned with the stability and resiliency of their municipalities' neighbourhoods, and also, at 66.7%, that yes, their municipality is concerned about losing its unique character and heritage.

Participants were divided on two of the questions asked in this category. When asked about which item they would be most interested in instilling in their communities, several municipalities

chose different options. As demonstrated in Table 9 below, 5 participants chose a sense of belonging, 6 chose a sense of community and 2 chose a high level of participation in civic life.

Table 9. Survey Question 4: Of the 4 items listed below, what would your municipality be most interested in instilling in its communities?

Response	Chart	Percentage	Count
A sense of belonging		38.5%	5
A sense of community		46.2%	6
A high level of participation in civic life		15.4%	2
An increased awareness and celebration of diversity		0.0%	0
<b>Total Responses</b>			<b>13</b>

Another area of disagreement was in regards to which vulnerable population their municipality felt was in most need of assistance. As shown in Table 10 below, the majority of participants either chose the economically disadvantaged as their vulnerable population most in need of assistance, provided their own option, or argued that all of these vulnerable populations are equally in need of assistance.

Table 10: Survey Question 11. b) If yes, which populations are most in need of assistance?

Response	Chart	Percentage	Count
Elderly		7.7%	1
Youth		7.7%	1
Ethnic minorities		15.4%	2
Economically disadvantaged		46.2%	6
Other, please specify:		46.2%	6
<b>Total Responses</b>			<b>13</b>

11. b) If yes, which populations are most in need of assistance? (Other, please specify:)

#	Response
1.	Newcomers to Canada
2.	Too complex to choose just one
3.	All of the above.
4.	Any of the above would be a population we would work with
5.	Refugees
6.	People who are homeless and those with a significant and persistent mental illness

### 6.5.2 Municipal Community Granting Mechanism

Section 2 was comprised of 13 questions. All 13 questions were concerned with learning more about the existing community grant mechanisms, such as how the program is promoted, how many applications are received, what the program targets and whether the program is meeting their needs.

All participants stated that their municipality has a program which offers grants to non-profit organizations or community groups, and that they all promote and advertise the program on their website. 76.9% also issue news releases to promote the program, 84.6% also promote the program by word of mouth, 30.8% also advertise the program through pamphlets or posters and

61.5% also use additional means, such as through mass emails and local newspapers. All participants noted that they felt their program is adequately advertised and promoted.

In regards to how many applications are generally received per funding cycle, the majority of participants, 76.9%, receive between 50 to 250 applications, while 2 municipalities receive between 1 to 50, and 1 municipality receives 250 to 500 applications per funding cycle. The majority of municipalities, at 61.5%, are satisfied with the number of applications they receive while 3 municipalities would like receive more applications and 2 receive more applications than they can fund.

In terms of the target applicants for these programs, 9 municipalities aim to reach diverse groups, 3 municipalities are only somewhat interested in reaching diverse groups and 1 municipality is not focused on reaching diverse groups. When asked how satisfied, on a scale of 1 to 10 with 10 being the highest rating, their municipality is with their ability to reach diverse groups, 6 participants gave a rating of 7, 3 participants gave a rating of 8, 2 participants gave a rating of 6 and, lastly, 1 participant gave a rating of 5. When asked if it was important for the program to fund a broad range of activities, the majority of participants, 76.9%, indicated that yes this was an important goal of the program. Once again participants were asked to provide a rating on a scale of 1 to 10, with 10 being the highest rating. 7 participants gave a rating of 7, 4 participants gave a rating of 8, and 1 participant gave a rating of 6.

The remaining questions in this section captured information regarding the administration and decision-making process of these programs. In terms of administration, the survey revealed that 7 municipalities have a dedicated staff member to help operate the program, while 3 municipalities have a full staff team dedicated to the program, and 1 municipality does not have any staff dedicated solely to the program. As for the funding decision-making process the responses were varied, with the majority of participants providing their own explanation for their funding decision-making process. Table 11 below demonstrates the responses to this question.

Table 11: Survey Question 20.a) Who reviews funding applications and makes funding decisions

Response	Chart	Percentage	Count
Council members		15.4%	2
Staff members		0.0%	0
Residents		7.7%	1
A mixed committee of staff and council members		15.4%	2
A mixed committee of staff, council members and residents		7.7%	1
Other, please specify:		53.8%	7
<b>Total Responses</b>			<b>13</b>

20. a) Who reviews funding applications and makes funding decisions? (Other, please specify:)

#	Response
1.	A committee makes recommendations with staff guidance. Council makes the decisions.
2.	Residents make recommendations and Council makes the final decision
3.	Staff review and recommend, Council approves or rejects recommendations
4.	One grant program is staff only and the other grant programs are residents with staff as facilitators.

5. Staff and residents
6. Mixed committee: 2 city staff and board director/volunteers from SurreyCares Foundation
7. Staff review and make recommendations; Council makes decisions

In the majority of cases, funding decisions for community granting programs involve Council members, city staff or a mixed committee of city staff and Council members. In several cases, 5 municipalities in total, residents are in some way involved in the decision making process. When asked whether these committees or groups were volunteer based, 7 participants indicated yes, while 4 participants indicated that no, these committees are not volunteer based.

Responses were also quite mixed in regards to how municipalities evaluate the impact of their grant program. Table 12 below summarizes the responses to this question:

Table 12: Survey Question 21: How does your municipality evaluate the impact of its grant program?

Response	Chart	Percentage	Count
Successful applicants must submit evaluation forms		46.2%	6
The program is formally evaluated each year		23.1%	3
The program policy is reviewed on a regular basis		46.2%	6
The program results are summarized for the financial reports		30.8%	4
The program is not evaluated		15.4%	2
Other, please specify:		23.1%	3
<b>Total Responses</b>			<b>13</b>

21. How does your municipality evaluate the impact of its grant program? (Other, please specify:)

#	Response
1.	Successful applicants are requested to submit letters indicating how the funds were spent
2.	In person interviews
3.	Self reporting of impact in each neighbourhood and stories shared with staff and to Council

Overall, the most common form of evaluation is to ask successful applicants to submit evaluation forms and to review the program policy on a regular basis. It is also fairly common practice to summarize the program results in the financial reports. Only one participant indicated their municipality does not evaluate its program.

The final question in this section asked participants to rate their overall satisfaction with their current grant program, on a scale of 1 to 10 with 10 being the highest rating. The majority of participants, 66.7%, gave a rating of 7 while 25% gave a rating of 8 and 8.3% of participants gave a rating of 9.

6.5.3 Resident Involvement & Engagement

Section 3 was comprised of 9 questions. These questions investigated how the municipalities interact and engage with individuals and whether municipalities would be interested in greater resident participation.

The section began by asking participants whether their municipality currently provides grants to individuals. 7 participants indicated that their municipality does not provide grants to individuals, whereas 5 municipalities indicated that they do. When asked whether it was common for an individual to inquire about their eligibility for a grant, 4 participants noted their municipality receives funding requests from individuals fairly often, while 5 participants noted it is not often that they receive such an inquiry.

When asked why the participants felt their municipality does not offer grants to individuals, 2 participants indicated it was due to lack of financial capacity while 5 participants offered up their own response. Table 13 below, provides a summary of these responses.

Table 13: Survey Question 20. Of the issues listed below, what would you say is the reason your municipality does not currently provide grants to individuals?

Response	Chart	Percentage	Count
Lack of financial capacity		28.6%	2
Concern there would not be enough demand		0.0%	0
Lack of administrative capacity		0.0%	0
Concern over whether such a program would create value for money		0.0%	0
Lack of knowledge regarding how to operate such a program		0.0%	0
Concern over the sustainability of such a program		0.0%	0
Other, please specify:		71.4%	5
<b>Total Responses</b>			<b>7</b>

25. Of the issues listed below, what would you say is the reason your municipality does not currently provide grants to individuals? (Other, please specify:)

#	Response
1.	The grant is made available to for not for profit organizations
2.	Concerns over accountability, liability and providing aid to businesses
3.	The current community grant programs are over-subscribed and grants are only provided to non-profit organizations. Could be concerns about accountability.
4.	
5.	We do offer a subsidy program for recreation programs.

The remaining questions in this section were geared at determining whether a municipality has access to the kind of volunteer resident force the NSG program would need in order to be successful. The vast majority of participants, 90.9% and 91.7% respectively, indicate that their municipality has a strong volunteer force which is diverse and composed of individuals from different community groups. When asked to identify the type of diversity most represented, 4 participants chose age diversity, 4 participants chose cultural diversity, 2 participants chose gender diversity and 2 chose socio-economic diversity. 1 participant indicated they have a large

senior group and a large youth group, while the remaining 2 participants indicated that all of these forms of diversity are represented in their volunteer force. All participants indicated that their municipality has experience recruiting residents to form committees.

The final questions in this section asked whether the municipalities would be interested in involving residents in their funding decision-making processes, if they do not already do so, and whether they would be interested in learning more about an opportunity to provide grants to individuals. Only 2 municipalities indicated they would like to involve residents in their funding decision process, while the remaining 6 participants indicated they would not be interested. As for the final question, 7 participants indicated they would be interested in learning how to provide grants to individuals, while 4 participants indicated they would not be interested.


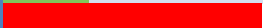
#### 6.5.4 Partnership Opportunities

The final section of the survey comprises 6 questions. These questions were all directed at understanding how the municipality may feel about a possibility to partner with the Foundation to deliver the program.




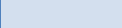


When asked about previous partnerships with community foundations to achieve a common goal, 9 participants indicated their municipality has had such a partnership experience and of these 9, 8 participants noted it was a positive experience. When asked about previous partnerships with community foundations to distribute grants or funds, only 7 municipalities had previously done so and 6 had not. Of those 7 that have had such an experience, 6 participants noted it was a positive experience.

The questions then turned to whether the municipalities would have concerns about entering into a partnership with a community foundation. 25% of participants said yes they had concerns, while 75% said they did not. When probed about what these concerns would be, the responses were quite varied. Table 14 below summarizes these responses:

Table 14: Survey Question 34. Would your municipality have any concerns about entering into a partnership with a community foundation?

Response	Chart	Percentage	Count
Yes		25.0%	3
No		75.0%	9
<b>Total Responses</b>			<b>12</b>

34. b) If yes, which of the items listed below would most aptly describe the concerns of your municipality?

Response	Chart	Percentage	Count
Loss of control		25.0%	1
Goal misalignment or displacement		0.0%	0
Collaboration in program design, implementation and measuring impact		0.0%	0
Different accountability needs		50.0%	2
Different communication styles		0.0%	0
Other, please specify:		25.0%	1
<b>Total Responses</b>			<b>4</b>

34. b) If yes, which of the items listed below would most aptly describe the concerns of your

municipality? (Other, please specify:)

#	Response
	All of the above

The majority of participants indicated that different accountability needs would be their greatest concern, while loss of control and the whole spectrum of concerns listed were also seen to be pertinent.

The following questions were aimed at assessing the potential to address a significant problem for the NSG program, that of the city permit approval process. Participants were first asked whether their municipality could provide some form of support to the NSG program, 10 participants indicated yes while 3 participants indicated no. Of those that offered the possibility to provide some form of support to the program, the majority of participants indicated they would need additional information before committing to the possibility of fast-tracking permit applications or waiving permit fees. One participant answered yes to both of these options while 2 participants said no to fast-tracking and 3 said no to waiving fees. When asked about providing information to residents regarding permit requirements, 6 participants indicated they would be able to provide support while 7 participants indicated they would need more information regarding what would be required.

The final question of the survey was aimed at determining whether municipalities have an interest in learning more about the NSG program. In total 3 participants indicated they were interested in learning more about both how to support the program and how to partner to deliver the program. These participants were from the City of North Vancouver, West Vancouver and Pitt Meadows. 5 participants indicated they would only be interested in supporting the program not partnering. These participants were from Coquitlam, City of Langley, Vancouver, Surrey and Richmond. 5 participants indicated they would only be interested in partnering rather than provide support. These participants were from Burnaby, District of North Vancouver, Maple Ridge, New Westminister, and the Township of Langley. No participants indicated they would not be interested in learning more about these options.

#### *6.5.5 Survey Summary*

Overall the results of the survey indicate that those municipalities that participated in the survey are interested in what the NSG program has to offer and are indeed interested in learning more about how to support the NSG program or partner to deliver the NSG program in their municipality.

The findings indicate that the participating municipalities have common goals with the NSG program; they are all interested in enhancing a sense of belonging, building community capacity and instilling a sense of ownership and pride. While there is not agreement over which goals are most important, or which vulnerable populations are most in need, there is agreement at the foundation of this goal.

The findings also indicate that those who consented to participate are those whose municipalities already have an established community granting mechanism in place. The majority of the municipalities are satisfied with their existing program(s), have dedicated staff members or teams to run the program and also have accountability measures in place. While the funding decision making structures in these municipalities are quite varied the majority do, however, require Council approval.

It is also apparent that involving residents in the decision-making process and providing funds to individuals does pose some concerns. The majority of municipalities do not currently provide funds to individuals nor do they often receive funding requests from individuals. The municipalities do, however, have strong and diverse volunteer forces and have experience recruiting residents to form committees. Furthermore, while initially there did not appear to be a great deal of interest in a resident-driven approach to grant making, the majority of municipalities indicated they would be open to learning more.

As for the final section of questions, it was discovered that the majority of municipalities have partnered with a community foundation, although not quite as many have partnered to distribute funds. Of those that have partnership experience, the majority have been satisfied with these experiences. This being said, a small minority of participants indicated that their municipality may have concerns, particularly in regards to differing accountability needs and loss of control. Overall however, all participating municipalities were interested in learning more about the NSG program and an opportunity to be in some way involved.

### ***6.6 Municipal Data Collection and Survey Combined Summary***

The results of the survey largely corroborate those of the municipal data collection phase. In terms of the demographic data, it is apparent that those municipalities which were most frequently in the top 4, are also those who a) consented to participate in the survey (with the exception of Electoral Area A) and b) are interested in learning more about an opportunity to support or partner to deliver the program. This would appear to somewhat demonstrate that the indicators of those residents most likely to feel disconnected and disengaged are once again relevant, and are creating a need for a program such as NSG.

In terms of the community granting mechanisms, the results of the survey confirm that the majority of municipalities do have a granting mechanism, that the majority do not currently fund individuals and that the majority require Council to approve funding decisions. Overall the findings indicate that the majority of municipalities do not have in place a funding stream which targets individuals or involves residents in funding decisions. A complete overview of both the survey and municipal data collection results in regards to existing community grant programs can be found in Appendix D of this report.

As for the goals and missions of the municipalities, the municipal data and survey also corroborate one another. As with the municipal data, the survey results indicate that a key goal for all municipalities is to enhance a sense of belonging, engage and connect residents, and build community capacity, ownership and pride. All of these goals are held in common with the NSG program, which indicates a high degree of goal alignment between the two.

## **Chapter 7.0: Discussion**

This section discusses the findings of each research method and culminates in a basis for the recommendations to the client. As noted in Section 1.1 of this report, there were five sub questions stemming from the primary research question which were to be addressed by the various research methods. This section will address each of these questions and conclude with a final discussion.

### **7.1 Question 1:**

***What can be learned from academia and other organizations regarding the development of partnership models aimed at delivering a grassroots and/or place-based program?***

The literature review brought to light leading best practices regarding cross-sector collaborations and place-based partnerships and also generated new ideas based on the attempts of local governments to establish resident involvement structures and NSG strategies.

In terms of partnerships, it was determined that shared understanding, common goals, and a balance of power are necessary ingredients for success. Partnerships also require trust and mutual respect, formal agreements and some form of agreed upon accountability framework. Each partner must understand their roles and responsibilities as well as what are the intended outcomes of the partnership.

In terms of delivering place-based or grassroots programs, partnerships require a long-term commitment, and must also be flexible and suit local circumstances. In some instances, it will be necessary to create new structures in order to meet the needs of the program. In all cases, however, it is crucial to involve residents throughout the strategy, to be sensitive to how residents work, and build bridges and connections across different resident groups.

The final two sections of the literature review resulted in some food for thought in regards to how the RAC and NSG program as a whole could fit within a local government context. In terms of neighbourhood councils, key take aways include the process of neighbourhood council elections, the importance of having a City liaison to ensure effective communication and the idea of a central resident network, whereby representatives of each of these neighbourhood councils can connect and share experiences. This section also provides a cautionary tale in regards to the tendency of these systems to become overly bureaucratic, static and hierarchical.

The key ideas taken from the local government NSG programs are the City of Golden's stipulation which promotes the use of local business, the City of Missoula's Public Approval Process whereby residents comment on project applications and the City of Greensboro approach of having a neighbourhood council system responsible for carrying out the program. While the Province of Manitoba's program is more similar to the Vancouver Foundations' NSG program, the example of Chatham-Kent brought forth an interesting concept of employing public voting to distribute funds.

### **7.2 Question 2:**

***What makes the NSG program effective and what elements cannot be compromised during expansion?***

The focus group session voiced the views of existing NSG community partners. The existing partners argue that the NSG program is effective because of the commitment of all stakeholders involved, the residents, the partners and the Foundation. Furthermore, the program structure works because the Foundation is flexible and trusts its partners, because partners are embedded in the community and because these partners possess strong connections to different resident groups.

In terms of what cannot be compromised, the current partners indicate that the Foundation must keep the RAC structure, must partner only with those who possess strong relationships with the community and must remain trusting and flexible.

### **7.3 Question 3:**

#### ***What lessons can be learned from the Foundation's existing municipal partnership with the City of Vancouver?***

Several lessons resulted from the questionnaire to staff at the City of Vancouver. It became clear that the largest motivations for a municipal government to work with a community foundation is to benefit from the foundations' connections to the community, grant-making expertise and administrative and communication capabilities. A municipal government is interested in a program such as NSG because it is easily accessible to residents and reaches out to a broad range of individuals and groups. The program is seen as beneficial because it builds community capacity, empowers individuals and creates a shared sense of responsibility.

In terms of lessons for future partnerships, it is evident that an accountability structure must be firmly in place and adhered to. It is also apparent that in the case of the Greenest City NSG, it was slightly problematic that the goals of the program were linked to a specific priority area. While the program met the Foundations' goals, it did not always meet the goals of the City. For future partnerships, it would likely be beneficial for all the goals of the program to be shared amongst the partners.

The final lesson of the questionnaire is that both partners need to take on an equal amount of responsibility. While one respondent noted the need for partners to be recognized equally, it is also necessary for both partners to recognize they are equally responsible to address the shortcomings of the program. It is important for the municipal partner to take on ownership for the program and not to rely on the Foundation to make the changes it deems necessary.

### **7.4 Question 4:**

#### ***Are the circumstances in the planned expansion areas similar or dissimilar to where the program currently operates?***

In addition to assessing whether the planned expansion areas have elements in common with the existing service zones, this question also assessed whether there is a need for a program such as NSG across Metro Vancouver.

In terms of the demographic data, it is clear that there exists a high degree of variation across Metro Vancouver. While several municipalities exhibit commonalities, there are also several municipalities which are in many ways polar opposites. For example, only some municipalities

have a high number of unmarried residents, while the majority do not. Similarly, certain municipalities have a high number of single person dwellings and a high number of apartment dwellers, whereas the majority of municipalities exhibit very low numbers in these categories. This being said, however, there are at least six municipalities, Burnaby, Vancouver, Surrey, Richmond, New Westminster, Electoral Area A and Langley City, which share commonalities across a number of categories, and are excellent candidates for a program such as NSG.

There are marked similarities, however, across the board in regards to community granting mechanisms and municipal goals and missions. The vast majority of municipalities have a community granting mechanism in place, and many of these granting mechanisms share common characteristics and goals. While each program is unique and variation certainly exists, there is widespread support for programs which aim to make neighbourhoods and communities better, stronger and more connected. It is also apparent that municipalities across Metro Vancouver have similarities in terms of how they envision their role in neighbourhoods and in terms of the future they want to secure for their residents.

### **7.5 Question 5:**

#### ***Do the goals of the NSG program align with those of municipal governments and are municipal governments interested in a partnership?***

The survey demonstrated overwhelmingly that those municipalities who participated are interested in learning more about how they can bring the NSG program into their municipality, either by supporting the program or partnering to deliver it. Although no formal commitments were made, it is evident that the municipal environment is amenable to further contact from the Foundation in regards to the program.

The results of the survey also demonstrate that there is indeed significant goal alignment between the municipalities and the Foundation. All municipalities who participated in the survey are interested in engaging and connecting residents, increasing the well-being of vulnerable populations and are interested in helping residents to develop their creative potential. Each of these goals are shared by the Foundation. Furthermore, the majority of participating municipalities also indicated their interest in helping residents to capitalize on their skills and to more actively participate in decision-making, and to build trust, confidence and a sense of ownership amongst residents. Once again, these are all goals held in common with the Foundation.

### **7.6 Final Discussion**

The research methodology of this project resulted in many considerations for the Foundation in regards to how to successfully partner with municipalities across Metro Vancouver in areas where there is not a strong NSG presence. While it is clear that several municipalities are interested in pursuing some form of support or partnership for the NSG program, it is also clear that there do exist a number of barriers to a successful partnership.

Firstly, existing NSG partners are resistant to the idea of municipal involvement and caution that the proposed expansion structure could negatively impact and drastically alter the NSG program. Their main concerns with municipal partners is that they do not have the necessary relationships and connection to their residents that are required in order for the program to work.

Also, even if community organizations were to act as the point of contact for residents, involving municipalities could deter residents from getting involved, due to distrust in these institutions or due to the reporting requirements that would likely be required by the municipalities.

While existing NSG partners may have other motivations for being apprehensive, such as a concern that expansion could result in reduced support or funding for their NSG programs, the results of the survey do indicate that these concerns may be valid. Municipalities do have strong volunteer forces and have experience recruiting residents to form committees, yet the survey results indicate there is little interest in involving residents in their funding decision-making processes. As for providing grants to individuals, while a small number of municipalities do provide grants to individuals, the majority of participating municipalities indicated they would not be interested in doing so. Furthermore, the vast majority of municipal community granting mechanisms require Council approval for funding decisions. This finding is problematic given that the RAC structure is fully resident-driven and furthermore, that NSG partners indicate that any alteration to this structure would be detrimental to the success of the program.

This being said, however, there is an emerging trend of municipalities who have begun to make block party/community beautification grants available to residents or groups of residents. These municipalities, namely Surrey, Maple Ridge & Pitt Meadows, are, however, already those with which the Foundation has or is in the process of developing a relationship with. These types of grant programs are a promising trend given that the NSG program also supports these types of projects. Once again, however, the RAC structure is not present in these programs, which reduces the effectiveness of these programs to actively empower residents and create leaders.

Overall, while the Metro Vancouver area is a suitable expansion area and municipal governments have certain desirable partnerships qualities, a sustainable model must reconcile the concerns of existing NSG partners, the lack of interest in providing grants to residents and the issue in regards to resident involvement in decision making.

## **Chapter 8.0: Options**

This section outlines three options for the Foundation to consider in the development of its municipal partnership strategy. While the intention of this report was to develop a model, in reality the findings have only led the researcher to develop broad ideas and initial first steps.

This section will begin by outlining the first option, an indirect municipal partnership, and three suggested actions for the Foundation to pursue in order to implement this option effectively. We will then turn to the second option, a direct municipal partnership, which will be presented with alternative program formats should the Foundation decide to move forward with this option. This section will conclude by outlining the third option, a permanent resident-led structure, which is offered as an exploratory option for the Foundation to consider.

### **8.1 Option One**

#### *Indirect Municipal Partnership*

The first option is for the Foundation to continue its incremental expansion approach and to focus on attracting those municipalities with a strong need for the program, an interest in partnering and where there is a suitable community organization to administer the program. In order to effectively implement this option, three actions are suggested which will be outlined in detail below.

#### **Action 1:**

##### *Fold the NSG program within the municipalities' existing community grant mechanism*

This first action acknowledges that the majority of municipalities have an established community granting mechanism in place, award grants to non-profit organizations and have a dedicated staff member or staff team. It is recommended that the Foundation capitalize on this existing format and structure by determining whether it is possible for the municipality to earmark one grant per year from their existing funding stream towards a particular community organization. This community organization would be identified as a suitable partner by the Foundation and the municipal grant would then be matched by the Foundation.

This idea is borrowed from the City of Langley grants policy whereby each year the City allocates a certain number of predetermined grants to organizations without these organizations having to submit an application (City of Langley, n.d., p. 2). While it is unlikely the municipalities would omit the application process, it is possible that municipalities would be open to a predetermined grant, if the organization undergoes an application process and continues to fit within their granting criteria. If the purpose of the grant does not alter, the application process should be similar year to year and undergoing a yearly application process could also serve as an accountability measure.

In instances where more than one community organization is identified as a potential partner it may be necessary to implement some form of rotation. It would not be recommended for this rotation to occur regularly as a program such as NSG requires a significant amount of time, resources and effort on the part of community partner and needs time to mature and become rooted in the neighbourhood.

## **Action 2:**

### *Create a central RAC knowledge sharing structure*

The second action mimics the City of Tacoma's community council structure and involves gathering RAC representatives from each of the neighbourhoods in which the NSG program currently operates. The purpose in creating such a structure would be to pool together the knowledge of residents who have experience with the RAC structure, to document this knowledge, and, potentially, for these residents to take on a leadership role in mobilizing residents in new NSG zones. This recommendation would be fully dependant on the willingness of residents to commit a significant amount of time and energy to the expansion of the program, which the findings of this study cannot speak to. If it is possible for the Foundation and its partners to ask this of their existing RACs, or of previous RAC members, it could be extremely beneficial in generating support for the program and in increasing the chances of its successful expansion.

## **Action 3:**

### *Create shared foundational principles, accountability frameworks and standardized agreements*

The third action stems from the best practices outlined in Section 3.1.2 of this report. It was determined that the chances of creating a successful partnership are heightened by formally documenting the purpose and intended outcomes of the partnership, the roles and expectations of each partner, and by having a formal agreement over the structure of the partnership as a whole.

Since it is important for all partners to have a shared understanding, the researcher suggests that the Foundation convene a meeting with existing municipal partners, community organization partners, and representatives from RACs to create these documents and frameworks. While this would involve a large time and resource commitment up front, having these items in place will make it far easier to replicate the program amongst new partners. While these items might not stay true to each expansion area, and therefore need to remain flexible, they can serve as a starting point for discussion.

## **8.2 Option Two**

### *Direct Municipal Partnership*

This second option is for the Foundation to partner with municipal governments and omit working through community organizations. This option could be beneficial for municipalities that may not have a suitable community organization to administer the program. This option is less desirable, however, given that it disregards the views of existing NSG partners and would likely require an alteration of the RAC structure. For this option, it is also suggested that the Foundation undertake the 2<sup>nd</sup> and 3<sup>rd</sup> actions outlined for Option One.

Given the results of the survey, it is suggested that the Foundation consider altering the current program format and funding decision-making process.

## **Program Format**

Three alternative program formats are presented below for the Foundations' consideration:

1. Establish a block party/community beautification program
2. Establish an issue-specific program
3. Retain the existing NSG format

The first format would ease the NSG program into the municipalities' funding streams through the establishment of a variation of a block party/community beautification program. Since precedence for these types of programs have been set in other municipalities, it is possible that a phased approach would be more palatable to municipal governments and would allow the program to mature and build support. In this case, this new granting stream would be created by the municipality and co-funded and supported by the Foundation. Initially this program would be focused solely on block parties and community beautification, but as the program becomes more established, the goal of the program would be expanded to be more in line with the traditional NSG program.

The second format would allow the municipality to target a specific focus area, as was the case with Greenest City NSG. This format, however, could result in goal misalignment and accountability discrepancies. In addition, this format would complicate the process of creating more standardized agreements.

The third format would be for the Foundation to commit to keeping the program fully intact. This format is likely to be a harder sell, but the findings generated from this study present a compelling case for the Foundation to use in order to garner support.

For all three formats, the Foundation would provide its expertise in terms of administration, grant making and communications and could house the application process through its NSG website. Municipal staff would be fully responsible for mobilizing their volunteer force and in capitalizing on their existing connections within their communities in order to get residents actively involved in applying for grants and in facilitating the RACs. Without the community organizations as partners, it is even more crucial for the central RAC structure to be created and for experienced RAC members to act as leaders and mentors.

## **Funding Decision-Making Structure**

In terms of the funding decision-making structure, while it would be preferable to keep the RAC structure intact, it is possible that this structure will present a major impediment for municipal governments. If the Foundation is prepared to compromise the existing structure of the RAC, which the existing NSG partners indicated would be detrimental to the programs' success, three alternative formats are proposed:

1. Create a 'City Liaison' position on the RAC
2. Create a mixed committee
3. Implement public voting

This first format stems once again from the City of Tacoma's neighbourhood council structure. In this instance a City staff member would act as a vehicle for communication between residents and the City Council. The RAC would operate as it does now, however, it would need to be open to communication with City Council regarding its funding decisions.

The second format stems from the City of Greensboro's Public Approval Process and the funding decision format adopted by several Metro Vancouver municipalities. While the majority of municipalities currently require Council approval for funding decisions, there are several municipalities that in some way involve residents in their funding decision making processes. In these instances, residents would be recruited to form an advisory committee, however this committee would also contain a certain number of City staff members. Another format, which is currently adopted in the municipalities of Surrey and Bowen Island, is for this advisory committee to also include board members/directors from local community organizations. Regardless of the format, however, a mixed committee would reduce the powers of residents. While this format may make the structure more feasible for municipal governments, it is likely to negatively impact the ability of the NSG program to empower residents and promote leadership development.

The third format stems from the current experimentation in Chatham-Kent. It is added here simply as some food for thought for the Foundation and is admittedly rudimentary. In this instance, it would be recommended that the RAC structure remain unaltered except for the fact that the RAC would relinquish full control over final funding decisions. The RAC would submit a final list of decisions to city staff/Council, and city staff/Council would choose from this list to select options for the public to vote on. This public voting could be done through the municipal website and perhaps through the NSG website. This suggestion would create resident leaders, satisfy the needs of Council, and would leave final decisions in the hands of the public.

### **8.3 Option Three**

#### *Permanent Resident-Led Structure*

This final option is a result of the findings of the literature review and of the focus group session. Both leading academics in the field and active practitioners at the neighbourhood level highlighted that the most important aspect of delivering a program such as NSG is the active involvement and engagement of residents throughout the creation, implementation and delivery of the program. Since the NSG program has been a success for over a decade, has a pool of enthusiastic and experienced residents to draw from, and has a large and expanding following, perhaps the sustainable model the Foundation is seeking lays largely in residents themselves.

This option stems largely from the City of Missoula's Neighbourhood Project Fund. In the case of Missoula, the program is funded by the City yet is entirely operated by the City's system of neighbourhood councils. These neighbourhood councils are formed entirely by residents, who then become leaders to project applicants, and who review and award funds on a regular basis. This format would keep residents as leaders of the process and would bypass the need for a partner, whether it be a community organization or a municipality, to be heavily involved in administering the program. Furthermore, this could allow the program to run year-round.

This option, however, requires the habits of active citizenship to already be heavily embedded within neighbourhoods and, naturally, for these neighbourhood councils to already be in existence. Although as noted in Section 3.4 of this report, there are many challenges in regards to the neighbourhood council system, perhaps some form of such a system could be of interest to the Foundation as part of a longer-term strategy.

#### **8.4 Next Steps**

The three options presented above outline in general terms some ideas for the Foundation to consider. Regardless of which option the Foundation decides is most appealing, it is suggested that the Foundation pursue the following next steps:

1. Determine resident interest in forming a central body
2. Determine the feasibility of convening a meeting of key stakeholders to create shared foundational principles, standardized agreements and accountability frameworks
3. Research permit processes across Metro Vancouver & connect with those municipalities interested in learning more about how to support the NSG permit approval process
4. Consider translating NSG documents into additional languages

## **Chapter 9.0: Final Thoughts**

The rising appreciation in the power of place has altered how governments and non-profit organizations interact with one another and how they understand their role in neighbourhood development and resident empowerment. The trends highlighted in this report, such as the increase in cross-sector collaborations and the experimentation by local governments in regards to resident involvement and small-scale grantmaking, offer a promising future for the NSG program. Although the road ahead is not without its challenges, the Foundation is well placed to navigate this shifting landscape and to ensure its small program becomes a permanent fixture in municipalities across Metro Vancouver and becomes an example for place-based funders across the country.

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## Appendices

### *Appendix A: Focus Group Questions*

#### **Questions for NSG Partners**

*The purpose of this session is to develop a vision for the expansion of the program, to articulate what factors are essential to the success of the program, and to understand any concerns existing partners may have.*

1. Beyond reaching a greater number of residents, what will 'success' mean once the program has been expanded across Metro Vancouver?
2. What characteristics or elements must a potential community partner have in order to ensure the success of the program?
3. What supports does the Vancouver Foundation need to provide in order to ensure community partners can effectively operate the program?
4. What, if any, are your concerns if the Vancouver Foundation partners with municipal governments to co-fund the program?

## **Appendix B: Questionnaire**

### **Greenest City Neighbourhood Small Grants Questionnaire**

*The following questions aim to gather information regarding your involvement with the Greenest City Fund/Greenest City Neighbourhood Small Grants program and to discuss any issues encountered during the creation of the program.*

1. Please list your job title and briefly describe your responsibilities pertaining to the Greenest City Fund/Greenest City Neighbourhood Small Grants program.
2. What factors encouraged the City of Vancouver to enter into a funding partnership with the Vancouver Foundation?
3. For what reasons did the City of Vancouver agree to have a portion of the Greenest City Fund dedicated to the Neighbourhood Small Grants program?
4. Did the City of Vancouver have any concerns regarding the use of community organizations to operate the Greenest City Neighbourhood Small Grants program?  
If yes, please describe these concerns and whether the Vancouver Foundation adequately addressed them.
5. Did the City of Vancouver have any concerns regarding the use of volunteer driven Resident Advisory Committees to make funding decisions?  
If yes, please describe these concerns and whether the Vancouver Foundation adequately addressed them.

*The following questions aim to determine whether the Greenest City Neighbourhood Small Grants program was implemented successfully.*

6. Have the projects funded by the Greenest City Neighbourhood Small Grants program adequately aligned with the Greenest City Action Plan Goals?  
Please explain why or why not or indicate an area for improvement.
7. Have the projects funded by the Greenest City Neighbourhood Small Grants program met the stipulated grant priorities?  
Please explain why or why not or indicate an area for improvement.
8. To the best of your knowledge, were there any unanticipated issues during either the implementation or administration of the Greenest City Neighbourhood Small Grants program?
9. In 2012, a total of 206 applications for a Greenest City Neighbourhood Small Grant were received. In 2013, a total of 151 applications were received. In your opinion, why did the number of applications drop slightly rather than rise?
10. Overall, is the City of Vancouver satisfied with how the Greenest City Neighbourhood Small Grants program has been carried out?  
Please explain why or why not or indicate an area for improvement.

*The following questions aim to understand the outcomes and future of the Greenest City Neighbourhood Small Grants program.*

11. Has the City of Vancouver received any feedback, either positive or negative, from the wider public regarding this partnership initiative?  
If possible, please describe this feedback.

12. If applicable, what have been the benefits to the City of Vancouver in deciding to partner with the Vancouver Foundation to fund the Greenest City Neighbourhood Small Grants program?

13. If applicable, what have been the drawbacks to the City of Vancouver in deciding to partner with the Vancouver Foundation to fund the Greenest City Neighbourhood Small Grants program?

14. In your opinion, what have been the tangible impacts or outcomes of the Greenest City Neighbourhood Small Grants program thus far?

15. Once the four-year period has elapsed, do you anticipate the City of Vancouver will have an interest in continuing to support the Greenest City Fund initiatives?

*Thank you very much for completing the Greenest City Neighbourhood Small Grants questionnaire. Your participation and feedback is greatly appreciated.*

## **Appendix C: Survey**

### **Neighbourhood Small Grants Municipal Survey**

*The following questions aim to assess whether the Neighbourhood Small Grants program aligns with the needs of your municipality.*

1. Would your municipality like to engage and connect residents from different community groups?  
 Yes  
 No
  
2. Would your municipality like to engage and connect residents from different generations?  
 Yes  
 No
  
3. Is helping residents to capitalize on their skills, networks and experiences to more actively participate in and influence decision-making seen as a priority for your municipality?  
 Yes  
 No
  
4. Of the 4 items listed below, what would your municipality be most interested in instilling in its communities?  
 A sense of belonging  
 A sense of community  
 A high level of participation in civic life  
 An increased awareness and celebration of diversity
  
5. How concerned is your municipality with the stability and resiliency of its neighbourhoods?  
 Not concerned  
 Somewhat concerned  
 Very concerned
  
6. Would you say that residents in your municipality feel connected to one another?  
 Yes  
 No  
 Somewhat
  
7. Is building trust and confidence within your municipality seen as a priority?  
 Yes  
 No  
 Somewhat
  
8. Is your municipality concerned about losing its unique character and heritage?  
 Yes  
 No
  
9. Is creating or enhancing a sense of pride and encouraging residents to take greater ownership over the future of their communities seen as a priority for your municipality?  
 Yes

- No
- Somewhat

10. Would your municipality like to identify opportunities to develop the creative potential of its residents?

- Yes
- No
- Somewhat

11. a) Would your municipality like to identify opportunities to increase the well being of vulnerable populations?

- Yes
- No
- Somewhat

11. b) If yes, which populations are most in need of assistance?

- Elderly
- Youth
- Ethnic minorities
- Economically disadvantaged
- Other, please specify: \_\_\_\_\_

*The following questions aim to determine whether your municipality has a community granting mechanism in place and, if yes, whether this mechanism is achieving its intended impact.*

12. Does your municipality currently operate a program which offers grants to non-profit organizations or community groups?

- Yes
- No

If no, please click "Next" at the bottom of this page and you will be taken directly to page 4 of this survey. If yes, please answer the following questions.

13. How is the program advertised/promoted? Please select all that apply.

- Website
- News release
- Pamphlets or posters
- By word of mouth
- Not advertised
- Other, please specify: \_\_\_\_\_

14. Does your municipality feel your program is adequately advertised/promoted?

- Yes
- No

15. On average, how many funding applications does your municipality receive within a funding cycle?

- 1 to 50
- 50 to 250
- 250 to 500
- 500 or more

16. Is your municipality satisfied with the number of funding applications it receives within a funding cycle?

- Yes, we are satisfied.
- No, we would like to receive more applications
- No, the volume of applications is beyond our current capacity to fund.

17. a) Does your community granting program have a focus of reaching diverse groups?

- Yes
- No
- Somewhat

17. b) On a scale of 1 to 10, 10 being completely satisfied, how satisfied is your municipality with its ability to benefit diverse groups through its community granting program?

18. a) Is it important for your program to fund a broad range of activities?

- Yes
- No
- Somewhat

18. b) On a scale of 1 to 10, 10 being completely satisfied, how satisfied is your municipality with the range of activities being funded by its community granting program?

19. Does your municipality have a dedicated staff member or team who operate the program?

- No
- Yes, we have a dedicated staff member
- Yes, we have a dedicated staff team

20. a) Who reviews funding applications and makes funding decisions?

- Council members
- Staff members
- Residents
- A mixed committee of staff and council members
- A mixed committee of staff, council members and residents
- Other, please specify: \_\_\_\_\_

20. b) If funding decisions in your municipality are made by a committee/group, is this committee/group volunteer based?

- Yes
- No

21. How does your municipality evaluate the impact of its grant program? Please select all that apply.

- Successful applicants must submit evaluation forms
- The program is formally evaluated each year
- The program policy is reviewed on a regular basis
- The program results are summarized for the financial reports
- The program is not evaluated
- Other, please specify: \_\_\_\_\_

22. On a scale of 1 to 10, 10 being completely satisfied, how satisfied is your municipality with its current community grant program?

*The following questions aim to determine whether your municipality would be interested in a resident driven approach to grant-making.*

23. Does your municipality currently provide grants to individuals?

- Yes
- No

If no, please answer the following questions. If yes, please move on to question 26.

24. How often does your municipality receive inquiries from individuals regarding their eligibility to apply for a grant?

- Very often
- Fairly often
- Not often

25. Of the issues listed below, what would you say is the reason your municipality does not currently provide grants to individuals?

- Lack of financial capacity
- Concern there would not be enough demand
- Lack of administrative capacity
- Concern over whether such a program would create value for money
- Lack of knowledge regarding how to operate such a program
- Concern over the sustainability of such a program
- Other, please specify: \_\_\_\_\_

26. Does your municipality have a strong volunteer force?

- Yes
- No

27. Is this volunteer force diverse, comprising individuals from different community groups?

- Yes
- No

28. If yes, what kind of diversity is most represented:

- Age diversity
- Cultural diversity
- Linguistic diversity
- Gender diversity
- Socio-economic diversity
- Other, please specify: \_\_\_\_\_

29. Does your municipality have experience recruiting residents to form committees?

- Yes
- No

30. If your municipality does not do so already, would your municipality be interested in involving residents in its funding decision-making processes?

- Yes
- No

31. Overall, would your municipality be interested in learning more about an opportunity to provide grants to individuals?

- Yes
- No

*The following questions aim to determine whether your municipality has experience with or interest in partnering with a community foundation.*

32. a) Has your municipality previously entered into a partnership (financial or other) with a community foundation to achieve a common goal?

- Yes
- No

32. b) If yes, was the experience positive or negative?

- Yes, it was a positive experience.
- No, it was a negative experience

33. a) Has your municipality previously entered into a partnership with a community foundation to disperse grants or funds?

- Yes
- No

33. b) If yes, was the experience positive or negative?

- Yes, it was a positive experience.
- No, it was a negative experience

34. a) Would your municipality have any concerns about entering into a partnership with a community foundation?

- Yes
- No

34. b) If yes, which of the items listed below would most aptly describe the concerns of your municipality?

- Loss of control
- Goal misalignment or displacement
- Collaboration in program design, implementation and measuring impact
- Different accountability needs
- Different communication styles
- Other, please specify: \_\_\_\_\_

35. Would your municipality be interested in providing some other form of support for the Neighbourhood Small Grants program?

- Yes
- No

For example, residents often require permits in order to carry out their Neighbourhood Small Grants project.

36. a) In these instances, would your municipality entertain the possibility of fast-tracking permit applications?

- Yes

- No
- Perhaps, we would need more information

36. b) In these instances, would your municipality entertain the possibility of waiving permit fees?

- Yes
- No
- Perhaps, we would need more information

36. c) In these instances, would your municipality be able to provide support by providing information to residents applying for grants?

- Yes
- No
- Perhaps, we would need more information

37. Overall, would your municipality be interested in learning more about an opportunity to partner with or support the Vancouver Foundation to deliver the Neighbourhood Small Grants program in your municipality?

Please select all that apply.

- Yes, we are interested in learning how we can support the Vancouver Foundation to deliver the program in our municipality
- Yes, we are interested in learning how we could partner with the Vancouver Foundation to deliver the program in our municipality
- No, we are not interested in learning more about these opportunities

## Appendix D: Municipal Community Grant Mechanisms

Municipality	Grant Program	Grant Program Name(s)	Goal of Program(s)	Eligible Applicants	Application Accessible Online	Budget Required	Application Deadline(s)	Resident involvement in funding decisions	Formal Applicant Follow-Up (form/interview)
Anmore	Yes <sup>1</sup>								
Belcarra	No	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A
Bowen Island	Yes	Community Grants	Benefit/Enhance Community - Service Focus	Non profit/community orgs/informal groups	Yes	Yes	late January	Yes*	Yes
Burnaby	Yes	Festival Grant Program	Benefit/Enhance Community - Spirit/Celebration Focus	Non profit orgs/community orgs (on occasion)	Yes	Yes	Ongoing	No	Yes
Coquitlam	Yes	Spirit of Coquitlam Grant	Benefit/Enhance Community - Spirit/Celebration Focus	Non profit organizations only	Yes	Yes	late March	No	Yes
Delta	No	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A
Electoral Area A	No	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A
Langley City	Yes	Community Grants	Benefit/Enhance Community - Service Focus	Non profit organizations only	Yes	Yes	mid December	No	Yes
Langley Township	Yes <sup>2</sup>	Community Grant	Benefit/Enhance Community - Service Focus	Non profit organizations only	Yes	Yes	late February	No	Yes
		Major Festival Grant	Benefit/Enhance Community - Spirit/Celebration Focus	Non profit/community orgs	Yes	Yes	late February	No	Yes
		Not Without Effort Matching Grants	Benefit/Enhance Community - Spirit/Celebration Focus	Non profit/community orgs/informal groups	Yes	Yes	late February	No	Yes
Lions Bay	Yes	Municipal Grant	Benefit/Enhance Community - Service Focus	Non profit organizations only	Yes	Yes	early February	No	Yes
Maple Ridge	Yes <sup>3</sup>	Community Grant	Benefit/Enhance Community - Service Focus	Non profit/community orgs	Yes	Yes	Not found	No	Yes
		Neighbourhood Matching Funds	Benefit/Enhance Neighbourhood & Public Spaces	Non profit/community orgs/informal groups	Yes	Yes	late October	Yes	Yes
		Block Party Grants	Community Building/Engagement	Residents/Groups of Residents	Yes	No	Ongoing	No	Yes
New Westminister	Yes	Community Grant Program	Benefit/Enhance Community - Spirit/Celebration Focus	Non profit/community orgs	Yes	Yes	early November	Yes	Yes
		City Partnership Grant	Benefit/Enhance Community - Spirit/Celebration Focus	Non profit organizations only	Yes	Yes	early November	No	Yes
North Vancouver City	Yes <sup>4</sup>	Community Grants	Benefit/Enhance Community - Service Focus	Non profit organizations only	Yes	Yes	late January	Yes	Yes
North Vancouver District	Yes	Community Grants	Benefit/Enhance Community - Service Focus	Non profit organizations only	Yes	Yes	late January	Yes	Yes
Pitt Meadows	Yes	Neighbourhood Matching Funds	Benefit/Enhance Neighbourhood & Public Spaces	Non profit/community orgs/informal groups	Yes	Yes	late October	Yes	Yes
		Block Party Grants	Community Building/Engagement	Residents/Groups of Residents	Yes	No	Ongoing	No	No
Port Coquitlam	Yes	Self Help Matching Grant Program	Benefit/Enhance Neighbourhood & Public Spaces	Non profit/community orgs/residents	Yes	Yes	late March	No	Yes
Port Moody	No <sup>5</sup>	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A
Richmond	Yes	City Grant	Community Building/Engagement	Non profit organizations only	Yes	Yes	late November	No	Yes
Surrey	Yes	Community Grants	Benefit/Enhance Community - Service Focus	Non profit organizations only	Yes	Yes	late September	No*	Yes
		Community Beautification Grant	Benefit/Enhance Neighbourhood & Public Spaces	Residents/business/informal groups	Yes	Yes	Ongoing	No	No (monitored)
Tsawwassen	No	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A
Vancouver	Yes	Neighbourhood Organization Grant	Benefit/Enhance Community - Service Focus	Non profit organizations only	Yes	Yes	mid October	No	Yes
West Vancouver	Yes	Community Grants	Benefit/Enhance Community - Service Focus	Non profit organizations only	Yes	Yes	late January	Yes	Yes
White Rock	Yes	Civic Grants	Benefit/Enhance Community - Spirit/Celebration Focus	Non profit/community orgs/informal groups/residents	Yes	Yes	mid February	No	Yes

### Notes:

1 - Official minutes indicate that Anmore disperses community grants however additional information was not provided/found.

2 - Several municipalities have more than one funding stream, only programs which target community are represented. Multiple programs are listed only if eligibility requirements differ.

3 - Maple Ridge and Pitt Meadows have a common application process yet grant independently.

4 - District of North Vancouver, City of North Vancouver and West Vancouver have a common application process yet grant independently

5 - Port Moody discontinued its community grant program in 2012 and now provides other forms of support.

\* The review committee's for these municipalities also involve a director/board member from a local community foundation

## Appendix E: NSG Program Goals and Objectives

# 2014 NSG Goals and Objectives



Goals	I. Connect and engage neighbourhood residents	II. Share residents' skills and knowledge	III. Build sense of ownership and pride within communities	IV. Respect and celebrate diversity	V. Create lasting impact	VI. Enhance local capacity to carry out NSG projects
Objectives	<ul style="list-style-type: none"> <li>a) Build new relationships amongst neighbourhood residents <i>e.g. Block parties to get together with neighbours</i></li> <li>b) Deepen existing relationships amongst neighbourhood residents <i>e.g. weekly neighbourhood clean up work parties that strengthen and sustain relationships over time</i></li> <li>c) Deepen community members' engagement within the community <i>e.g. participating in NSG events or become a member of a local group</i></li> </ul>	<ul style="list-style-type: none"> <li>a) Sharing skills and knowledge from individuals or a group with expertise to community members <i>e.g. yoga instructor giving a free class</i></li> <li>b) Provide opportunities for community members to learn from each other <i>e.g. community kitchen where all participants exchange their cooking skills and share a meal</i></li> </ul>	<ul style="list-style-type: none"> <li>a) Make use of local resources including people, places and cultures <i>e.g. senior residents providing historical tour within their neighbourhood</i></li> <li>b) Engage residents to make meaningful contributions or give back to their communities <i>e.g. community clean up of invasive species from an alleyway</i></li> </ul>	<ul style="list-style-type: none"> <li>a) Highlighting the diversity within a neighbourhood <i>e.g. Multicultural ethnic cooking collective</i></li> <li>b) Connect people across boundaries of age, ethnic backgrounds, income level, sexual orientation, physical abilities and others <i>e.g. intergenerational projects that bring seniors with youth</i></li> <li>c) Respect and promote accessibility and inclusion <i>e.g. cost free activities and events</i></li> </ul>	<ul style="list-style-type: none"> <li>a) Create lasting resource in the neighbourhood <i>e.g. community garden</i></li> <li>b) Facilitate traditions in a neighbourhood <i>e.g. annual block parties</i></li> <li>c) Build trust between neighbours <i>e.g. community story telling</i></li> </ul>	<ul style="list-style-type: none"> <li>a) Enhance the capacity of project leaders to carry out successful NSG projects <i>e.g. support and mentorship provided to project leaders</i></li> <li>b) Enhance the capacity of the resident advisory committee members to support the program <i>e.g. RAC orientation</i></li> <li>c) Enhance the capacity of partner organizations to implement the NSG program at the local level <i>e.g. support by VF staff</i></li> </ul>
Outcomes	<ul style="list-style-type: none"> <li>• Familiarity and recognition of neighbours</li> <li>• Social interactions with neighbours</li> <li>• Meaningful relationships (<i>meaningful = deeper relationships that move beyond small talks</i>)</li> <li>• Sense of belonging within the life of a community</li> </ul>	<ul style="list-style-type: none"> <li>• Learning skills and knowledge</li> </ul>	<ul style="list-style-type: none"> <li>• Appreciation of local assets (strengths)</li> <li>• Deepening of care and stewardship of local community resources</li> </ul>	<ul style="list-style-type: none"> <li>• Welcoming, accessible and inclusive communities</li> </ul>	<ul style="list-style-type: none"> <li>• Lasting positive impacts in the community</li> </ul>	<ul style="list-style-type: none"> <li>• Community self-direction and empowerment</li> </ul>
Indicators	<ul style="list-style-type: none"> <li>• Introduction of participants (a)</li> <li>• Social Interactions between participants over time (b)</li> <li>• Engagement in community activities, groups and/or local affairs (c)</li> </ul>	<ul style="list-style-type: none"> <li>• Skills and knowledge learned by participants</li> <li>• Skills and knowledge collaboratively shared amongst participants</li> </ul>	<ul style="list-style-type: none"> <li>• Perceived sense of ownership and pride within local community</li> </ul>	<ul style="list-style-type: none"> <li>• Variety of projects within participating neighbourhoods</li> <li>• Diverse participants within a project</li> <li>• Accessible and inclusive practices within a project</li> </ul>	<ul style="list-style-type: none"> <li>• Lasting resources created in the community</li> <li>• Recurring traditions</li> <li>• Neighbourliness of care and compassion</li> </ul>	<ul style="list-style-type: none"> <li>• New project leaders</li> <li>• Completed projects</li> <li>• Role advancement in NSG</li> <li>• Program (e.g. participant to project leader to RAC and/or NSG Coordinator)</li> <li>• Enhanced skills, knowledge and confidence of project leaders and RAC members</li> </ul>

Source: Vancouver Foundation