



REPORT TO COUNCIL

**TO:** Richmond City Council  
**FROM:** Mayor Greg Halsey-Brandt, Chair  
General Purposes Committee  
**DATE:** June 7<sup>th</sup>, 2000  
**FILE:** 1085-00  
**RE: GRANTS REVIEW AND CASINO FUNDING**

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The General Purposes Committee, at its meeting held on Monday, June 5<sup>th</sup>, 2000, considered the attached report, and recommends as follows:

COMMITTEE RECOMMENDATION

- (1) *That the current City Grants Program Policy # 3013, be rescinded.*
- (2) *That the proposed City Grants Policy (Appendix A to the report dated May 24, 2000 from the Manager of Customer Service), be adopted.*
- (3) *That no additional funds from the Casino Funding (Appendix B to the report dated May 24, 2000 from the Manager of Customer Service), be provided to the 2000 Grants Program as adopted.*
- (4) *That the Guidelines for Casino Funding be accepted with the focus areas being:*
  - (a) *Youth;*
  - (b) *Seniors;*
  - (c) *Policing in the community;*
  - (d) *Childcare reserve fund;*
  - (e) *Preventative, alternative and/or educational programs relating to addictive behaviour which could include:*
    - *Drug abuse*
    - *Alcoholism*
    - *Gambling*
    - *Smoking*
- (5) *That the following specific Council referrals for grant applications be approved in the following amounts:*
  - (a) *Drug Task Force for \$ 25,000; and*
  - (b) *Youth Co-ordinator and youth program for \$57,500 for each of 2000 and 2001; and*
- (6) *That staff develop procedures and funding considerations for casino funding prior to any further allocations, except as Council directs.*

Mayor Greg Halsey-Brandt, Chair  
General Purposes Committee

Attach.

VARIANCE

Please note that staff recommended the following for Recommendation No. 6:

That staff develop procedures and funding considerations funding prior to any further allocations, except as Council directs.

## STAFF REPORT

### ORIGIN

In February of this year, a Task Force of Council comprised of Councillors Brodie, Barnes and McNulty was re-established to review "the direction to take with respect to the additional gaming revenue received by the City."

Within their review the Task Force took into consideration the following:

- Whether the gaming revenue should provide funding for programs which were not funded by the Provincial Government;
- Ensuring that the City did not become dependent on this additional revenue as a means of providing funding for community services;
- The Nanaimo report (Appendix D);
- Thorough review of Richmond Community Services Advisory Committee report (Appendix E); and finally,
- What other Municipalities were doing with their funding (Appendix C).

This report will deal with the recommendations of the Task Force for Council consideration.

### ANALYSIS

#### GRANTS PROGRAM

The Grants Program (Policy 3013) supports the enhancement of a positive quality of life through the provision of funding on an annual basis to Richmond based community groups.

The annual grant budget for the year 2000 was \$316,500. In February, Council approved the grants and the disbursement of funds to 25 agencies.

The Task Force was asked to review the year 2000 grants to determine whether additional funding should be provided to any of the previous year 2000 grant applicants. The Task Force declined this suggestion as the guidelines for focus areas for casino funding as recommended should determine the use of the funds. Many of the organizations that applied for grant funding, in many situations, may fall under the focus/target areas, as set out in the Casino Guidelines.

Upon review of the 2000 Grants Program it became apparent that a number of changes to the Grants Program Policy was also required to better reflect Council's directives.

The proposed changes under each category are ***italicized and bold*** in the attached (Appendix A).

In order to clarify previous misconceptions and to better set out the processes, the policy wording should be changed and supplemented to reflect the following:

#### A. GENERAL PRINCIPLES

Approval of a grant by the City in any particular year ***should not be viewed as an automatic ongoing source of annual funding. Grant renewals are not automatic, nor is any increase in funds.*** Grant approvals in a particular year, do not guarantee that grant requests in subsequent years will be successful.

## **B. DEFINITIONS OF ELIGIBLE GRANT CATEGORIES**

Category 1 and Category 2 Applicants – *Applicable category for any application to be determined by Council.*

## **C. EXCLUSIONS FROM ELIGIBILITY FOR CITY GRANT**

*Agencies which primarily fund other organizations.*

## **D. GRANTS REVIEW CONSIDERATIONS**

*Not all organizations meeting the criteria will automatically receive a grant . Grant allocations are dependent on the Grants budget established by City Council. In reviewing grant applications and preparing recommendations for grant allocations, Council may give primary consideration to the following factors:*

- *Basic eligibility and demonstrated organizational efficiency, effectiveness and stability*
- *Number of Richmond residents served*
- *Quality of service*
- *Financial need of the organization*
- *Community interaction*
- *Role and number of volunteers*
- *Use of existing community services and facilities*
- *Local input into governance*

## **CASINO FUNDING**

The City has entered into an agreement with the Provincial Government to receive 10% of the net gaming income from the Richmond based casino on a quarterly basis. The first instalment of the funds was received in December 1999. The Council re-established Task Force was to determine the “direction that should be taken with respect to the gaming revenue”.

The Task Force reviewed the Nanaimo Report as well as funding requirements implemented by other Municipalities with respect to their “gaming revenues”. The attached chart will give you a better understanding of where a number of Municipalities are allocating their funds, including Nanaimo.

The Task Force drafted guidelines specific to casino funding (Appendix B) that outline the main focus or target areas as well as expectations for the spending of those funds.

In brief, the guidelines suggest that the allocation for funds can either be made by Council, or from Community applications, with Council approval. It is expected that the latter applications will be for programs which are new to the Community. It is suggested that money received can be used for future programs or can be added to an existing reserve fund. There is no need to spend nor to allocate funds in any particular period.

There are five main focus/target areas in which the funds should be designated. They are as follows:

- Youth
- Seniors
- Policing in the Community
- Childcare Reserve Fund

- Preventative, alternative and/or educational programs relating to addictive behaviour which could include:
  - Drug Abuse
  - Alcoholism
  - Gambling
  - Smoking

Funding considerations and approval process will generally be guided by the Principles stated in the City Grants Policy. These can be formalized after Council reviews the approach taken.

Presently, there are a number of programs, that have been referred by Council, which fall within the recommended focus areas are as follows:

- RCMP staffing for \$243,000 which is specifically to go towards 6 additional East Richmond station constables; 2 serious crime members; 2 school liaison members and 1 City Block Watch Co-ordinator (Council approval March 27, 2000)
- Task Force on Drugs for \$25,000 which is specifically to go for a survey and review drug-related programs, and crime prevention and enforcement activities within the City; identify any gaps, and to recommend any additional programs.
- Youth co-ordinators for Hamilton and Sea Island for \$20,000 for the year 2000 with an additional \$20,000 set aside for the year 2001
- The portion for youth co-ordinators at all other Community Centres of \$37,500 previously funded by the Vancouver Foundation for the year 2000 and an additional \$37,500 set aside for 2001
- Childcare Reserve Fund – no specific funding recommended.

It is the Task Force's recommendation that these referrals be accepted.

### FINANCIAL IMPACT

The funds for the above-noted programs will come from the following general ledger accounts:

- (1) RCMP staffing - \$243,000 – G/L account #2461-10-701-00000 (Gaming Revenue Provision).
- (2) Task Force on Drugs - \$25,000 – G/L account #5205-10-619-00000 (Council Contingency)
- (3) Youth Co-ordinators for Hamilton and Sea Island - \$20,000 – G/L account #4375-10-615-00000 (Municipal Grant Expenses).
- (4) Youth Co-ordinators for other community Centres - \$37,500 – G/L account #4375-10-615-00000 (Municipal Grant Expenses).

### CONCLUSION

The City of Richmond's Grants Program is an opportunity for the City to provide funding and assistance to organizations that provide required services in the community, and who meet the stated criteria. Changes to the Grants Program Policy, as outlined in the report, will better reflect Council's directives. For the year 2000, it is recommended that no additional funding be added to the Grants Program.

The Casino Funding Guidelines have been drafted to ensure that Council initiatives and new approved Richmond based community programs, be implemented. Council may provide direction as to the approval processes and specific funding considerations.

Anne Stevens  
Manager, Customer Services  
AS2: as2



# City of Richmond

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## GRANTS PROGRAM – PROPOSED POLICY

### POLICY

It is Council policy that:

**The principles on which grant funding will be approved is as follows:**

#### **A. GENERAL PRINCIPLES:**

The City of Richmond supports the enhancement of a positive quality of life for all its residents, and the Council recognises that one means of helping to achieve this goal is through an annual grants program.

Applications from non-profit or registered charitable organizations and/or groups are eligible for a City grant on the basis that they:

- offer projects, programs, services or events which have a demonstrated need in the community;
- provide the greatest benefits to the highest number of Richmond residents;
- exercise co-ordination and co-operation with other groups to prevent duplication of projects, programs, services or events;
- provide evidence of having sought funding from a variety of sources;
- promote volunteer participation and citizen involvement;
- apply a "user pay" philosophy, where applicable;
- use innovative approaches and techniques in addressing community issues;
- provide documentation supporting the financial need for funding, including, but not limited, to the current financial statements of the applicant;
- show real and financial need and demonstrate the impact that would occur following non-funding from the City;

and on the understanding that:

- Not all organizations meeting these general principles will automatically receive a grant or grant increase.
- Approval of a grant by the City in any particular year ***should not be viewed as an automatic ongoing source of annual funding. Grant renewals are not automatic, nor is any increase in funds.*** Grant approvals in a particular year, do not guarantee that grant requests in subsequent years will be successful.



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## GRANTS PROGRAM – PROPOSED POLICY

- Only one application per year will be accepted per organization.

### ***B. DEFINITIONS OF ELIGIBLE GRANT CATEGORIES***

1. ***Category 1 and Category 2 Applicants – Applicable category for any application to be determined by Council.***

Applicants may apply for Category 1 or Category 2 designation as follows:

Category 1 applicants must be deemed to be providing unique and essential services to the community of Richmond. Applicants must demonstrate how their services fit under this designation. Applicants who are deemed to be Category 1 may apply for funding in subsequent years; and

Category 2 applicants who receive funding would not be eligible to apply or receive funding for two subsequent years.

2. **Operating Assistance**

Regular operating expenses or core budgets of established organizations, including supplies and equipment; heat; light; telephone; photocopying; rent; and administrative support salaries.

3. **Projects**

**One-time-only** projects which respond to health, social and cultural needs within Richmond, have a specific set of goals and objectives, and which have a defined start and finishing date.

4. **Programs and Services**

**Ongoing** programs and services which contribute to the health and social well-being of Richmond residents, or which contribute to the general interest and advantage of the City.

5. **Events (Community Promotion)**

Events which enhance and contribute to the cultural life of Richmond, which promote community involvement and spirit, and which have a defined start and finishing date (but may also be held annually), and which promote Richmond outside the City.



# City of Richmond

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## GRANTS PROGRAM – PROPOSED POLICY

### 6. Council Discretion

Council may, at its discretion, award grants to groups which offer a service deemed by Council to be of value to the City, or to community committees whose mandate is to function for the good of the City and its residents.





# City of Richmond

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## GRANTS PROGRAM – PROPOSED POLICY

### **C. EXCLUSIONS FROM ELIGIBILITY FOR CITY GRANT:**

Applications from individuals

- Activities which are restricted to people of specific religious or ethnic groups
- Annual fund-raising campaigns, form letter requests or telephone campaigns
- Building funds or capital construction campaigns
- Debt retirement
- Expenses related to attendance at seminars, workshops, symposiums, or conferences
- ***Agencies which primarily fund other organizations***

### **D. GRANTS REVIEW CONSIDERATIONS**

***Not all organizations meeting the criteria will automatically receive a grant. Grant allocations are dependent on the Grants budget established by City Council.***

***In reviewing grant applications and preparing recommendations for grant allocations, Council may give primary consideration to the following factors:***

- ***Basic eligibility and demonstrates organizational efficiency, effectiveness and stability.***
- ***numbers of Richmond residents served***
- ***quality of service***
- ***financial need of the organization***
- ***community interaction***
- ***role and number of volunteers***
- ***use of existing community services and facilities***
- ***local input into governance***

## **GUIDELINES FOR CASINO FUNDING**

Applications for casino funds can be made by Council or as the result of applications from the community. All community applications must be for **NEW** community programs, projects and events.

Casino funding may be designated for expenditure in or add to a statutory reserve fund. Funds need not be fully allocated in a period received.

### **CASINO FUNDING FOCUS AREAS**

Casino funds should be targeted to the following focus areas:

- **Youth**
- **Seniors**
- **Policing in the Community**
- **Childcare Reserve Fund**
- **Preventative alternative &/or educational programs relating to addictive behaviour including:**
  - (i) Drug abuse
  - (ii) Alcoholism
  - (iii) Gambling
  - (iv) Smoking

Not all organizations meeting the City of Richmond's Casino Program guidelines will automatically receive funding.

## Municipalities – Casino Funding

| MUNICIPALITY    | FUNDING USAGE   |
|-----------------|---|
| Burnaby         | <ul style="list-style-type: none"> <li>• Capital related to environmental areas, i.e. stream restoration, revitalising Burnaby Lake</li> </ul>  |
| Kamloops        | <ul style="list-style-type: none"> <li>• Infrastructure: roads and schools</li> </ul>   |
| Kelowna         | <ul style="list-style-type: none"> <li>• Construction of roads</li> </ul>   |
| Nanaimo         | <p>Received a large sum of money, approximately \$4 M for 1999/2000</p> <ul style="list-style-type: none"> <li>• Social Programs</li> <li>• Addiction Centre</li> <li>• Conference Centre</li> <li>• RCMP Staffing</li> <li>• 2% reduction in taxes</li> <li>• Victim Services Counselling</li> <li>• Police Services</li> <li>• Festival of the Arts</li> <li>• Cultural Programs</li> </ul>             |
| New Westminster | <p>They received a large sum of money:</p> <ol style="list-style-type: none"> <li>a. Capital – Police Services Bldg. <ul style="list-style-type: none"> <li>▪ OCP – Infrastructure</li> </ul> </li> <li>b. Riverboat money - \$5 M over 24 months <ul style="list-style-type: none"> <li>▪ Set up Endowment fund and used interest for amateur sports and community type programs.</li> </ul> </li> </ol> |
| Prince George   | <ul style="list-style-type: none"> <li>• Infrastructure</li> </ul>  |
| Quesnel         | <ul style="list-style-type: none"> <li>• Gambling Councillor and the remainder to capital construction</li> </ul>   |
| Vancouver       | <p>1 time cost only, such as:</p> <ul style="list-style-type: none"> <li>• \$2 M assessment – Pacific Centre Mall</li> <li>• \$2 M revitalization</li> <li>• \$675,000 – planning reviews, bylaws reviews</li> </ul>  |
| Vernon          | <ul style="list-style-type: none"> <li>• Roads</li> </ul>   |
| Victoria        | <ul style="list-style-type: none"> <li>• Capital Development</li> <li>• Youth Centre</li> </ul>   |

# FOR CITY MANAGER'S REPORT

TO G.D. BERRY, CITY MANAGER  
 FROM A. MILLWARD, SOCIAL PLANNER  
 RE: STRATEGY AND CRITERIA FOR ADMINISTERING SOCIAL GRANTS

## RECOMMENDATIONS:

That Council:

1. Adopt a targeted approach (as outlined below) to allocating the \$180,000 assigned by Council for social purposes from the \$2.7 m. gaming revenue and forward the criteria to the Grants Advisory Committee for implementation.
2. Direct the Grants Advisory Committee to exempt all approved proposals for social impact dollars from the \$5,000 limit currently in place.

## BACKGROUND:

At the Special Open Meeting of Council held on 2000-FEB-03, Council adopted the recommendations offered in a report from the Deputy City Manager which suggested that the 1999 and 2000 allocation of casino gaming funds for social purposes be \$90,000 per year and that the Grants Advisory Committee administer their allocation, At tonight's meeting, Council received another staff report, *Social Impacts of Gaming*, which summarized the research done by consultant Westland Resource Group on the social impacts of gaming. (Report *A Monitoring Framework to Assess the Social impacts of Casino Gaming in the City of Nanaimo* available in Councillors Office.)

The purpose of this report is to outline a strategy and criteria for allocating those resources based on the information provided in the consultant's report.

## DISCUSSION:

The information generated through the consultant's focus group sessions with local and regional service providers highlighted the need for program development in a number of important areas; some are clearly the responsibility of the provincial government and some are appropriate for the City of Nanaimo to assist with through the Grants Advisory Committee allocation. The following is a summary of these important concerns:

### Provincial Responsibility:

- The only gambling counsellor for area covering the Malahat to Parksville/Qualicum and from Tofino to Port Alberni (including Nanaimo) is located in Duncan.
- Studies on the social impacts of gaming have not been done.
- Reliable indicators do not exist to assess the impact of gaming in Nanaimo in order to ensure that local services are meeting identified need.
- Training of casino or bingo staff to deal with patrons with an addiction problem is not going on.
- Local family counsellors do not have appropriate training to deal with the emerging issue of gambling addiction.
- No education/prevention programs currently exist locally either for young people or the community.

| AGENDA ITEM   |     |
|---|-----|
| <input checked="" type="checkbox"/> Afternoon Council | 106 |
| <input type="checkbox"/> Information Only             |     |
| <input type="checkbox"/> Special "I.C." Meeting       |     |
| <input type="checkbox"/> Evening Council              |     |
| Meeting Date 2000-FEB-14                              |     |

- More acute problems and combination of problems are presenting in intake interviews done by counsellors (such as alcohol, gambling, drug use, family breakup, poverty). Gambling addiction appears to magnify poverty related issues such as job loss, bankruptcy, inexperience with household financial management, etc.

### Criteria

The strategy for granting funds allocated to social issues should address the above concerns raised by local agency representatives through Westland's focus group sessions. Staff suggest that grants be targeted to those groups who can demonstrate they are addressing the following areas of need:

1. Education/prevention;
2. Sensitization and training of existing family and youth agency staff with respect to gaming addiction;
3. Support for families dealing with the symptoms associated with gaming addiction and related personal problems; and
4. Research into impacts of gaming identifying indicators and monitoring system.

Agencies submitting proposals to address the four objectives outlined above should meet the criteria already established for administration of community service grants. (See attached excerpt from the City of Nanaimo Grants Policy.) To be effective allocations should be exempted from the \$5,000 limit which is currently in place for general community service grants.

### CONCLUSION:


Targeting grants to address those areas of concern raised by local agencies will have the most opportunity for impact. Since the City's allocation of grants for issues related to gaming is just getting started, staff have offered Council a suggestion for an early education program via the existing THINK FIRST Program through a separate report. That report is titled, *Early Education and Community Education Program*.

### RECOMMENDATIONS:

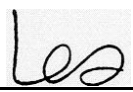
That Council:

1. Adopt a targeted approach (as outlined above) to allocating the \$180,000 assigned by Council for social purposes from the \$2.7 m. gaming revenue and forward the criteria to the Grants Advisory Committee for implementation.
2. Direct the Grants Advisory Committee to exempt all approved proposals for social impact dollars from the \$5,000 limit currently in place.

Respectfully submitted,

  
Alison Millward,  
Social Planner

  
Sharon Fletcher,  
Manager, Strategic  
Planning

  
D. L. King, P.Eng., Director  
Strategic Planning, Engineering  
and Economic Development

g:\stratpln\admin\allocation strategy  
File: 4720-20-G01

# EXERPT FROM GRANTS POLICY

## 6. GUIDELINES FOR MAKING GRANT RECOMMENDATIONS

### (a) COMMUNITY SERVICES

Statement of Purpose: "Community service grants are given to social agencies providing advocacy, preventative and self-help services to residents of Nanaimo. Grants are given to fund services required by significant segments of the population and that are not funded exclusively by other levels of government. Agencies funded by the City should provide service to people who are in some way disadvantaged and need assistance in maximizing their quality of life. Community service grants will not be available to organizations whose main purpose is to provide day care. The scope and nature of these organizations falls within the area of responsibility of senior governments. Only social services are eligible for Community Service Grants."

#### Criteria for Awarding Grants:

- large number of volunteers
- registered nonprofit society
- sound financial and administrative management
- demonstrated financial need
- accessible to a large portion of the community
- number of people served in the community
- must have a broad base of support
- must have other source of financial support
- must be able to identify services provided to residents of Nanaimo
- must adhere to all City of Nanaimo bylaws and policies
- cash grants will not be provided if the organization receives a Permissive Tax Exemption, or where the facility is provided by the City of Nanaimo free of charge or at a substantially reduced rate. Notwithstanding the above statement, organizations facing critical financial difficulties are eligible to apply for emergency funding

#### Kind of Funding:

- operating grants
- emergency funding
- capital grants on a matching basis up to a maximum of \$5,000
- in-kind funding for facility rental
- the maximum of all funding awarded to any one group will not exceed \$5,000.00 (excluding security check grants).

### (b) TRAVEL ASSISTANCE

Statement of Purpose: "Travel grants are awarded in recognition that representatives of local organizations traveling outside the Province to attend championships become ambassadors for the City of Nanaimo. It is also recognized that funding for in-Province travel is available from the Provincial Government."

**REPORT  
OF  
TASK FORCE ON RICHMOND CITY GRANTS  
TO  
RICHMOND COMMUNITY SERVICES ADVISORY COUNCIL**

**April 28, 1999**

## **Executive Summary**

1. In February 1998, RCSAC set up a Task Force with objectives:
  - (a) to review existing policy of Richmond City Grants and its application procedure,
  - (b) to collect views from RCSAC members on existing policy and procedure, and on community's needs and priorities, and
  - (c) to make recommendations to RCSAC for onward transmission to the Richmond City Council for consideration
2. Relevant documents on policy and application procedure as well as information on grants approval and city budgets were reviewed by the Task Force
3. The Task Force also obtained information from the City of Vancouver on Vancouver Community Service Grants. However, as the Vancouver Grants support a much wider scope of priority services, the Task Force did not compare the two cities in depth.
4. A survey among RCSAC members was conducted between June and September 1998 through a written questionnaire, consisting of 24 questions which focused on the City Budget, Eligibility Criteria, Application Procedure and the use of City Grants by Agencies. A total of 18 completed questionnaires were received, representing a return rate for 42.8%
5. Returns of the questionnaires indicated that the majority of agencies wished to recommend to the City Council:
  - (a) That the existing level of City Grants be increased; the present annual amount was not sufficient for the City to fulfil its role in meeting community needs.
  - (b) That the existing classification of agencies be changed to classification of applications, i.e. continuous programs and one-time only projects. Each application would be considered on its own merit in meeting demonstrated community needs.
  - (c) That the City provides clear guidelines on eligibility criteria and application procedure, with application deadline be fixed regularly. Active communications between the City and agencies were also recommended.



1. **The Task Force**

1.1 On February 3, 1998, the joint meeting of the Policy Advisory and the Inter-Agency committees of RCSAC passed a resolution to strike a Task Force to look at the policy and the application procedure of Richmond City Grants that the City Council has adopted, and to identify what the community's priorities are. T.N. Foo of S.U.C.C.E.S.S. was elected Chair of the Task Force.

1.2 Membership of the Task Force was open to any representative of member agency of RCSAC. There was no limit to the number of members.

1.3 Voluntarily, the following members formed the Task Force:

- (a) Mr. T.N. Foo, Chair  
(S.U.C.C.E.S.S.)
- (b) Councillor Lyn Greenhill  
(Richmond City Council)
- (c) Ms. Louise Hudson  
(Richmond Women's Resources Centre)
- (d) Mr. Jim Kelly  
(Richmond Alcohol and Drugs Action Team)
- (e) Ms. Caroline Yan Lau, till June, 1998  
(Richmond Connections)
- (f) Ms Natalie Zigarlick, replaced Caroline since June, 1998  
(Richmond Connections)
- (g) Ms. Teri Nicholas  
(Family Services of Greater Vancouver)
- (h) Ms Madeline Noble  
(Minoru Seniors Society)
- (i) Ms. Margaret Picard, Resource Person  
(Richmond City Urban Development [Land Use])

## **2 Goals and Objectives**

2.1 Members identified the following goals and objectives of the Task Force:

- (a) to review existing policy of Richmond City Grants and its application procedure,
- (b) to solicit views from RCSAC members on existing policy and procedure and on community's needs and priorities,
- (c) to make recommendations to RCSAC for consideration; and, if deemed appropriate, onward transmission to the Richmond City Council for reference.

## **3. Tasks of the Task Force**

3.1 In order to achieve the above goals, the Task Force set itself to the following tasks:

- (a) to collect and review information on Richmond City Grants, as well as Vancouver City's Community Service Grants for comparison purpose,
- (b) to construct a questionnaire to survey RCSAC members' views and opinions,
- (c) to organize a community open forum or a special meeting of RCSAC members to deliberate the results of the survey and other related issues. However, the Task Force found in its later meetings that a community open forum was not desirable, and decided on a special meeting of RCSAC members,
- (d) to come up with recommendations for RCSAC's consideration.

## **4 Information Collection**

4.1 Thanks to the kind assistance of Mr. Mike Kirk and Ms Margaret Picard of Richmond City Department, the following documents were made available to the Task Force for review:

- (a) Staff Report Re: Grants Policy Review to the Finance and Community Safety Committee dated March 14, 1997.
- (b) Minutes of Grant Policy Community Input Meeting held on May 27, 1997. Twenty-one representatives of 13 service organizations, Richmond Health Department, Community Services and RCSAC were present at the meeting.
- (c) Staff Report Re: Amendment to Grant Program Policy and Practice (97-037) to the Finance and Community Safety Committee dated June 11, 97.
- (d) Recommendations of the Finance and Community Safety Committee to the Richmond

City Council Re: Amendment to Grant Program Policy and Practice dated July 3, 1997

- (e) City of Richmond Policy Manual (Policy 3013) on Grant Program, adopted by Council on December 12, 1994; amended July 14, 1997 and reconfirmed September 8, 1997.
- (f) City Grant Application 1997 package
- (g) City Grant Approvals 1991-1998
- (h) Percentage of Grant Allocation to Total City Operating Budget for the years 1996, 1997 and 1998.

4.2 In addition, Mr. Mike Kirk, Chair, Staff Grants Review Committee, kindly attended two meetings of the Task Force, to outline the process leading to the existing City Grant Policy. In particular, Mr. Kirk highlighted the development of Category 1 and Category 2 applicants; and the change in application procedure. He also gave reasons for a reduced amount of funds for 1998.

4.3 Mr. Baldwin Wong, Social Planner of City of Vancouver, also kindly provided the Task Force with:

- (a) 1998 Community Service Grants Information sheet, which outlines, among other information, the purpose, the eligibility and guiding principles, and priority services covered by the Grant.
- (b) Community Service Grant Application for 1998.
- (c) the information that "The City of Vancouver Operating Budget for 1997 was \$519,612,200. The Community Services Grants budget was \$2,741,922, which did not include grants for cultural affairs and childcare. The total grant program would be about 6.9 million."

4.4 In another word, the Task force calculated that the ratio between community services grants budget and the total city budget was 0.527%; and 1.328% including cultural affairs and childcare. As the Vancouver Community Services Grants support a much wider scope of priority services, the Task Force took note of the Vancouver situation, but did not compare the two cities in depth. For the same reason, no further enquiries were made to Surrey, Burnaby or other city for comparative information.

## **5 Survey Among RCSAC Members**

- 5.1 After a number of meetings working hard on a total of 3 drafts, the Task Force constructed a questionnaire which consisted of 24 questions, focusing on the City Budget, Eligibility Criteria (including service priorities), Application Procedure, and the Use of City Grants by Agencies.
- 5.2 A total of 42 questionnaires to all RCSAC members on the membership list were either distributed at a RCSAC meeting held on June 24, 1998, or mailed to absent members subsequently. Relevant background information was also enclosed.
- 5.3 Members were requested to complete and return the questionnaire to the Task Force by the end of July 1998, on an agency basis, that is each agency should complete one questionnaire only. However, for one reason or another, returns came in rather slowly. Hence, the deadline for return was extended to mid-September 1998.
- 5.4 By the extended deadline, a total of 18 completed questionnaires were received, which represents a return rate of 42.8%. Considering the fact that RCSAC memberships include representative from the City Council, City Department, Public Library, School Board, RCMP, etc., the Task Force considered the return rate "acceptable" and that the results could be considered representing the RCSAC membership.

## **6 Special Meeting of RCSAC Members**

- 6.1 A draft report of the questionnaire results was presented at the RCSAC meeting held on February 24, 1999. It was decided that a special meeting be called for members. Accordingly, a special meeting was held on March 29, 1999:
- (a) to deliberate the questionnaire results, and
  - (b) to work out collectively recommendations to the City Council.

## **7. Summary of Questionnaire Results**

### **7.1 City Grant Budget**

- (a) 12 agencies (out of 18) were not aware of the process through which the annual amount of the City Grants budget for each year is arrived at

Comments included:

- information sharing through RCSAC and local newspapers
- procedural information be distributed
- meetings to discuss this topic be open to the public

- (b) there was a split of opinion as to how agencies would like the total amount of City Grants be determined. 8 agencies preferred it to be fixed at a given percentage of the City budget; 2 preferred it to be fixed at a given amount with minor adjustment each year; 1 preferred it to be decided yearly based on the City Council's judgement of City's financial situation and community needs of the year; 4 preferred a combination of the above models; and 3 had no opinion.

Comments included:

- City Grants should remain a growing commitment for the City of Richmond, with adjustment based on City's budget, financial situation and community needs.

- (c) there was, however, a clear majority of agencies (14 out of 18) who regarded the present level of City Grants not sufficient for the City to fulfil its role in meeting community needs.

Comments included:

- community services deserve more than "less than 1%" of the City budget
- shrinking city grants do not seem to be meeting the growing population's needs. By reducing the availability of funds, organizations are required to compete more aggressively with each other for a seemingly shrinking or limited pool of funds. Maintaining/reducing the amount of City Grants forces many organizations to either reduce their level of service or struggle to maintain their status quo. Either way, limited City Grants make the initiation and subsequent sustainability of new programs and services difficult.
- increased City budget for physical development should go hand in hand with human services development.

- (d) there was also a clear majority of agencies (12 out of 18) who, considering the City's financial situation, wished the total amount of City Grants to be increased. 2 agencies wished to remain at 1998 level.

Comments included:

- return to 1996 levels, base level on need
- City grants are an incredibly small piece of the city budget. Given the impact that funded programs/services make, I would have expected greater priority placed on increasing the total amount of City Grants.
- many agencies contribute significantly to the quality of life in Richmond--the City benefits from this and should be prepared to contribute,
- it would be great to suggest an increase however during these economic times, I also understand the need for restraint.

(e) OTHER comments regarding the total amount of the City Grant budget included:

- would like clarification on the city's commitment to community grants as the % has decreased over the years. Does the city think it has a role in supporting health and social services ?
- many agencies have contributed many hours of volunteers towards the well being of Richmond. City Grants is a means to recognize these contributions and to show city's determination to act as a partner with agencies in providing needed services.

7.2 Eligibility Criteria

- (a) 12 agencies (out of 18) were aware of the criteria according to which applicants are classified into two categories; 5 were not and 1 had no opinion
- (b) 4 agencies were satisfied with the way that applications are classified into the categories; 9 were NOT, and 5 had no opinion.

Comments included:

- seems to be arbitrary who makes decisions as to whether one is category 1 or 2. We were told although we categorized ourselves as 1 we became 2 and in casual conversation were told to apply next year, although this is clearly not how the criteria reads,
- don't agree with the two year ineligibility in category 2
- is there an appeal process for organizations deemed as category 2 ?
- under what scenarios would a category 2 applicant receive funding ? Should all applicants provide unique and essential services to the community of Richmond ?
- changes in community needs may affect whether an organization is classified as category 1 or 2,

- eligibility of grants should be based on the nature of service/program and not on the agency.
- (c) A clear majority of agencies (13 out of 18) supported the following suggested change; 1 did not; and 5 had no opinion:

“ Alternatively, applications may be classified into two categories based on the duration of the program/project:

Category 1 - continuous, on-going programs/operation expenses

Category 2- one time only event/annual event/pilot project”

Comments included:

- allows non-profit agencies to rely on the City’s continuous support every year
  - help support new initiatives
  - provide secured dollars for continuous programs
  - Category 1 will support on going programs/orgs. Expenses
  - Category 2 will meet the emerging needs of the community
  - changes to the total City Grant amount may affect Category 2 applicants more so than Category 1. In a year where more funds are available, a greater number of new initiatives can be supported. Similarly, where less funds are available, the less new initiative would be supported.
  - guaranteed funds allow for appropriate financial planning etc.
  - enabling continuous, ongoing programs to receive funding. Perhaps the City should have a set amount of grant dollars for community agencies with discretionary dollars for one time projects with clubs, organizations etc.
  - most programs, once proven effective, need ongoing funding.
- (d) 11 agencies supported the following suggested change; 1 did not and 6 had no opinion.

“Both category 1 and 2 applicants are eligible for applications every year regardless whether they received funding in the previous year”.

Comments included:

- programs which have operated for many years in Richmond working for the citizens of Richmond should not be in the same category as one-time “special events” functions.

- based on need-not an arbitrary restriction
- it would allow agencies to operate good, one time projects in consecutive years
- encourages category 2 applicants to continue generating new ideas in which community needs may be met
- better opportunity to access dollars
- it would enable some agencies to plan for future projects knowing a certain dollar amount can be anticipated.

(e) 10 agencies supported the following suggested change; 3 did not; and 5 had no opinion:

“The classification refers to programs/projects. In effect, an agency may have more than one application”.

Comments included:

- the emerging needs will be met
- encourages category 2 applicants to continue generating new ideas in which community needs may be met
- allowing agencies to have continuous dollars from grant for some program while enabling certain one time projects/wants to get community assistance.

(f) 9 agencies wanted the city to give number 1 priority to social services; 4 to Health Services; 3 to Community services and 1 to Residential services.

Comments included:

- priority should be assigned based on the need and the type of project, not the category the request falls under.

(g) There was no special preference regarding population sub-group that agencies wanted the City to give priority to, such as pre-school children, children and youth, families, women, seniors, mentally/physically challenged and community at large.

Comments included:

- population shouldn't be ranked
- categories a to f all “fit” into families. We have to be careful not to fragment families
- cannot answer this questions without an understanding of where service gaps exist.



### 7.3 Application Procedure

- (a) agencies were satisfied with the present application procedure; 9 were not and 3 had no response.

Comments included:

- need face to face meeting, need evaluation
- should look at other means of promotion as well
- distribution of material or the grant application process
- I prefer the method where the application was mailed to agencies

- (b) 10 agencies thought it desirable to have a consultation between the Staff Grants Review Committee and the applicants in the selection process; 3 did not; 5 had no opinion.

Comments included:

- this is practiced with provincial funders and the service providers participate in setting priorities and it works
- to clarify/question before assigning categories or rejections
- it is important to present program/consumer outcomes
- if clarification is required
- paper cannot always convey need/urgency the process is skewed toward those who can afford the time to put together a "prettier package"
- it enables the committee/applicants to ask for more detail and explanation of what the program does for the community
- it can be done in writing. I think the Grants Review Committee is quite aware of agencies and what they do
- should be interviews of each agency

- (c) 12 agencies thought it desirable to reinstate an appeal mechanism in the selection process; 3 did not; and 3 had no opinion.

Comments included:

- would like to know why applicant is rejected
- perhaps as part of a consultation with staff-should not become political i.e. involving city councillors; good policy guidelines should be set
- as a minimum, organizations should be informed as to the reason their application(s) had been rejected

- enables the committee/applicants to give more details/explanation if necessary
  - it would probably be impractical and could cause dissension
- (d) 10 agencies wanted the City to give number 1 priority to the criteria of “demonstrated community needs” when considering applications for funding; 3 to “past performance and evaluation”; 1 to “innovative pilot/exploratory project”; no agency to “partnership with other agencies” and 4 agencies had no response.

#### 7.4 The Use of City Grants by Agencies

- (a) Of the 18 returned questionnaires, 8 agencies received City Grants in the financial year of 1997-98; 2 applied but not receive; 5 did not apply; and 3 had no response.
- (b) 9 agencies used City Grant for continuous, on-going program/project; no agency for one-time only event/annual event/pilot project; and 9 agencies had no response.
- (c) There was a wide range among agencies for the City Grant to meet with the total expenditure of that particular program/project. It covered from “less than 10%” up to “50% to 99%”.
- (d) If the City Grant covered less than 100% of the program/project, 7 agencies met the balance by other funding; 3 by agency; 5 by fundraising/donation/membership dues.
- (e) 4 agencies indicated that City Grants constituted 1 to 5% of the agency’s total budget for 1997-98; 2 to 6 to 30%; 12 agencies had either no opinion or no response.

#### Comments included:

- all other funding was for specific objectives, the City Grant was the only money available for general operation.
- (f) No agency responded to the question “What impact did the denial of City Grants in 1997-98 have on the program/project ?”
- (g) Under the current climate of reduction in government funding, agencies responded to falling funding trend by: do more fundraising (8 responses); reduce service according (7); start/expand user fees (6); seek corporate sponsorship (4); embark on revenue-generating project (2); other alternative (1). 3 agencies had no response for this question.
- (h) Other comments that agencies wanted City Council to consider included:

- consider a continuing agreement or understanding with agencies in category 1 based on community need and past performance
- I remain puzzled as to why such a small amount of money in the overall budget warrants such an intense and negative reaction from City Council. We (agencies) provide services which are needed and contribute significantly to the quality of life of Richmond residents. I also believe city grants should go to Richmond located, Richmond Boarded/membership agencies.
- I believe there are certain community agencies which need to receive continuous grant funding as these agencies offer a great service to the community. I also believe there needs to be discretionary dollars for specific project - i.e. Floats, parades etc.

## 8. Recommendations to City Council

Based on the returns of the questionnaire, and deliberation at the special meeting of RCSAC members, the Task force proposes to put forward the following recommendations to the City Council for consideration. The Task force realizes and appreciates that, in addition to the City Grants program, the city also provides resources support to community services through a diversity of means such as tax exemption, affordable housing etc.

### 8.1 City Grant Budget

- (a) that the City and service agencies all work together in ongoing partnership, rather than in isolation, to provide needed services to Richmond residents,
- (b) that the City has a responsibility to fund community services “for the enhancement of a positive quality of life for all its residents,” as stipulated in the City’s Policy Manual 3013, especially when dollars to meet community needs are shrinking,
- (c) that the City considers increasing the amount of annual City Grants budget,
- (d) that the City continues and expands support to community services through tax exemption and other programs such as affordable housing etc.

### 8.2 Eligibility Criteria

- (a) that applications for City Grants, rather than applicant agencies, be classified into two categories as follows:
  - Category 1 : continuous ongoing programs or operation expenses
  - Category 2 : one time only or annual events or pilot projects
- (b) that agencies are eligible to submit application, whether category 1 or category 2, every year regardless whether they receive funding in the previous year,
- (c) that, based on community needs, agencies are eligible to submit more than one application

each year,

- (d) that all population sub-groups should be supported and funding decisions are based on demonstrated needs,
- (e) that grants currently allocated from the City Grants budget for community centre projects and cultural grants be consolidated with the divisional operational budgets for these services; leaving City Grants be confined to support, primarily, community social services.

### 8.3 Application Procedure

- (a) that the City provides clear and firm guidelines every year by written notification,
- (b) that notices be sent to RCSAC member agencies as well as advertisement in newspapers,
- (c) that the application period/deadline be fixed regularly, say, end of September every year,
- (d) that an appeal mechanism be reinstated.
- (e) that, wherever possible, the City will review annually with agencies, face to face.

## 9. A vote of thanks

- 9.1 The Task Force held a total of eight meetings, in addition to the special meeting. I wish to put on record my personal thanks to all the Task Force members for their insight and input to the discussion of the issues. Every meeting turned out to be very enjoyable and educational to me.
- 9.2 I am also grateful to the former co-chairs of RCSAC, Ms Lynn Brown (CHIMO) and Mr, Jack Brook (Canadian Mental Health Association, Richmond Branch) for their support, encouragement and advice.
- 9.3 Last but not the least, the Task Force wish to thank Ms. Jo Tran and Mr. Gordon Partovi (Richmond Multicultural Concerns Society) who participated and contributed much to the discussion in the last two meetings of the Task force.

Respectfully submitted,

Yours truly

(T.N. Foo)  
Chair, Task Force on Richmond City Grants  
RCSAC