



To: General Purposes Committee
From: Joe Erceg, MCIP
 General Manager, Planning and Development
Re: **Richmond Grant Program Revisions**

Date: June 17, 2009
File:

Staff Recommendation

That the revised Richmond Grant Program (**Attachment 2**) be adopted.

Joe Erceg, MCIP
General Manager, Planning and Development

Att. 2

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ROUTED TO:		CONCURRENCE		CONCURRENCE OF GENERAL MANAGER	
Recreation & Culture		Y <input checked="" type="checkbox"/> N <input type="checkbox"/>			
REVIEWED BY TAG		YES	NO	REVIEWED BY CAO	
		<input checked="" type="checkbox"/> <i>mc</i>	<input type="checkbox"/>	<i>acting</i>	YES <input checked="" type="checkbox"/> NO <input type="checkbox"/>

Staff Report

Origin

On July 28, 2008, Council adopted a revised Richmond Grant Program.

At the March 2, 2009 General Purposes Committee discussion of 2009 Richmond Grant allocations, the following referral motion was approved:

That staff investigate and provide comments on the following matters:

- 1) *The definition of what would be considered school based versus programs in the school;*

The first part of this report clarifies the definition of “school based” and “programs in the school”. This report also makes further recommendations to improve the Richmond Grant Program, based on 2009 applicants’ and the City Grant Review Team comments following the first year of implementation of the existing Grant Program (**Attachment 1**). The proposed revised Grant Program is shown in **Attachment 2**. The proposed changes are in bold italics.

In addition, Council requested information regarding:

- 2) *Possible City assistance that may be provided to the Women’s Resource Association for printing their “Hot Ink” publication; and*
- 3) *Assistance for funding an early dismissal program in the City Centre area, and reporting back to the Parks, Recreation and Cultural Services Committee.*

A response to the second part of the referral was provided in a Policy Planning Division Memorandum to Council dated March 5, 2009 and the third was addressed in a Community Recreation Services Memorandum to Council dated June 2, 2009.

Findings Of Fact

1. Council Referral: School Based Programs

At the March 2, 2009 General Purposes discussion of the 2009 Richmond Grant allocations, an application submitted by the Richmond City Centre Community Association (RCCCA) was reviewed. RCCCA requested a grant of \$19,000 to assist with the cost of an early dismissal program at inner city schools (Cook, General Currie and Anderson). Staff did not recommend funding this program because the Council-approved Richmond Grant Program indicates that “public and private school based programs” are ineligible for funding.

General Purposes Committee discussion of this application revolved around: (1) whether or not this program should be defined as “school based”, and (2) how community centre programs are funded. It was clarified that the RCCCA runs programs at school facilities due to a lack of space elsewhere, and that community centre programs are typically funded by Community Associations rather than the City.

2. Other Program Clarifications

Based on the first year of Grant Program implementation, changes suggested by the City Grant Review Team, applicants and the RCSAC are proposed to be incorporated into the Program to enhance clarity and facilitate implementation. The suggestions covered a range of topics, including definitions, eligibility and formatting.

Analysis

1. Definition of “School Based Programs” versus “Programs in the Schools”

The revised 2008 Grant Program identified “school based” programs as ineligible for funding, and this was interpreted in the 2009 application review as meaning generally any program offered in schools or on school grounds. In recent years, grants have been denied for a range of such requests, including music lessons offered in schools, a garden on school grounds, and playground improvements. The 2009 application by the RCCCA highlighted the need to better define “school-based”.

To determine how best to define “school based”, School District staff were consulted to gain an understanding of how the School District might define such programs and the nature of their working relationships with non-profit organizations. While the School District, and individual schools, engage in a variety of relationships with non-profit organizations, they do not have a definition of “school based”. Discussion with School District staff resulted in the following definition which is proposed for inclusion into the Program (**Attachment 2, Section 1(viii)**):

“School (public and private) based programs” are those funded, offered or initiated through regular fiscal, operational, curricular, extra-curricular and social activities of a school or a school district.

“Community based programs” offered in public and private schools or on school grounds will be considered to be “community based” rather than school-based if they do not meet the definition of “school –based” and primarily benefit the larger community, rather than the school itself, the school district, or its students.

2. Other Grant Program Clarifications

(i) Definitions: Partnership and Duplication of Services

The Richmond Community Services Advisory Committee (RCSAC) requested, and City staff agree, that that the following definitions of “partnership” and “duplication of services”, as prepared by the RCSAC, be incorporated into the proposed Grant Program changes (**Attachment 2, Section 1 (viii)**).

Partnership: *A relationship between individuals or groups that have a joint interest and which is characterized by mutual cooperation and responsibility, often for the achievement of a specified goal. This may be a formal relationship defined by written agreement outlining the contributions and expectations of each partner, or an informal relationship dependent on the goodwill of the partners involved with a particular project, issue or initiative.*

Duplication: Two or more agencies running an identical non-profit service and/or program for the same target population during the same a.m. or p.m. hours. ***Duplication may be desirable when a single agency does not have the capacity to meet the demand for service.***

(ii) Eligibility

Key Determinants

City staff propose that all Grant Program policies pertaining to eligibility be grouped together for ease of understanding. For emphasis, a section on “Key Determinants of Eligibility” has been added, indicating that all proposals must: (1) serve primarily Richmond residents; (2) seek funding from sources other than the City and the applicant; and (3) demonstrate funding and/or non-funding partnerships (**Attachment 2, Section 2(v)**).

Grant Program Funding of Scholarships and Bursaries

The question of the Grant Program funding scholarships and bursaries arose during the 2009 application review process. As the Grant Program is not intended to provide funding for third parties, it is proposed that the current wording of Grant Program Sections 2(ii) and (vi) be changed for clarity as follows:

- 2(ii), “Who Cannot Apply”: Current wording “Organizations that primarily fund or award other groups” be changed to “Organizations that primarily fund other organizations or individuals), and
- 2(vi), “Items Not Eligible for Funding”: Current wording “Proposals that primarily fund or award other groups” be changed to “Proposals that primarily fund other organizations or individuals” (**Attachment 2, Sections 2(ii), (vi)**).

Subsidy Requests For Grants

Requests for Grant Program funding to offset the cost of reducing fees to those who cannot afford to participate in programs are still considered eligible.

Travel Costs

The question of funding travel costs also arose during the application review process. Therefore, it is proposed to amend the Grant Program to specify that travel costs outside of the Lower Mainland will not be eligible Program expenses (**Attachment 2, Section 2(vii)**).

(iii) Program Format

While some applicants responded favourably to the new Grant Program, others felt that they would benefit from a simplified version of the Program for clarity. To achieve this, the Program chapters and sections have been streamlined (e.g., eliminate redundancies, regroup common sections).

3. Application Form and Grant Summary Sheet

The Richmond Grant Program indicates that staff may modify the Application Notice, Form and Summary Sheet as required to enhance clarity and facilitate Program implementation. Based on 2009 applicants' and the City Grant Review Team comments following the first year of implementation, these documents will be revised for the 2010 Richmond Grant Program. In the proposed Grant Program (Attachment 2) these forms are not included.

Other than the above proposed changes, it is proposed that the Grant Program remain the same.

Financial Impact

None at this time.

Conclusion

Proposed modifications to the Richmond Grant Program following its first year of operation will strengthen, streamline and clarify the Grant Program policies and processes for applicants, staff and Council.



Lesley Sherlock
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LS:cas

Approved by City Council
July 28, 2008

Richmond Grant Program ***City Of Richmond***

Coordinated by The Policy Planning Division
City Of Richmond

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ATTACHMENT B	GRANT PROGRAM APPLICATION FORM
ATTACHMENT C	AN INTERNAL STAFF CHECKLIST TO SUMMARIZE ANNUAL GRANT APPLICATIONS
ATTACHMENT D	GRANT APPLICATION SUMMARY SHEET (FOR COUNCIL)

THE 2008 RICHMOND GRANT PROGRAM

1. Purpose

The purpose of the 2008 Richmond Grant Program is improve the previous Grant Program, to better:

- Achieve the City's Corporate Vision: "To be the most appealing, livable well managed City in Canada",
- Ensure that the limited Program dollars are effectively spent,
- Improve Program benefits, effectiveness, management, administration and phases.

2. Program Context

- The City of Richmond is one of the most diverse and family oriented communities in Canada.
- Richmond residents voluntarily form many types of community groups to meet a wide range of social, economic and environmental interests.
- In doing so, these groups assist in creating a vibrant, livable and appealing City.
- The Richmond City Council acknowledges that these groups:
 - Are essential in building a viable community,
 - Make Richmond a better place to live, work and play,
 - Address important needs and issues,
 - Wish to contribute their ideas, vast experience, abilities, and education,
 - Sometimes require financial assistance to implement their projects.

3. Principles

The Program is based on the following principles:

- Support The City's Corporate Vision
- Support Non Profit Groups
- Benefit Richmond Residents
- Maximize Program Benefits
- Promote Volunteerism
- Build Partnerships
- Increase Community Group Capacity
- Cost Sharing
- Cost Effectiveness
- Grants Earned - Not An Entitlement
- Promote User Pay of Community Group Programs
- Innovation.

4. Goal Of The City Grant Program

The goal of the program is to build strong communities by assisting non-profit community groups in delivering services to Richmond residents.

5. Program Objectives

The objectives of the Grant Program are:

- To improve the quality of life of Richmond residents through a wide range of beneficial community group programs,
- To assist primarily Richmond based community groups to provide more beneficial programs, to more residents,
- To build community group capacity to deliver programs,
- To promote partnerships and financial cost sharing among the City, other funders and community groups.

6. The Program's Multiple Criteria

To maximize The City's Program benefits and limited funds, the following Criteria are established. Applications that meet these criteria will be favoured.

- Criteria A: Benefits To The Richmond Community
- Criteria B: Benefits To Applicant Groups [Program Clients]

MULTIPLE CRITERIA - CITY GRANT PROGRAM			
CRITERIA A - BENEFITS TO THE RICHMOND COMMUNITY			
General Objectives	Group Assist Priorities	Types Of Residents Served	Priority Activities
- Promote Livability	- Stable capable groups	- Primarily Richmond residents	- Prevention
- Promote Appealing	- Groups who form partnerships	- Seniors	- Intervention
- Build A Legacy		- People with disabilities	- Treatment
- Build Sustainability		- Children	- Wellness
- Build Financial Viability		- Youth	- Maximize the quality of funded services
- Build A Complete Community		- Families	- Maximize the number of those helped.
- Promote "Well Managed"		- Low Income	- Build organizational capacity
- Promote Diversity		- Women	- Build community capacity
- Promote Volunteerism		- Immigrants	- Improve the quality of life:
- Promote Wellness		- Tourists	• Social
- Innovation		- Other	• Economic
- Other			• Environmental
			- Sustainability
			- Other
CRITERIA B - BENEFITS TO APPLICANT GROUP			
General Priorities		Less Favourably Considered	
- Maximize quality of service		- Only City funding for project	
- Maximize number served		- Single Group & City funded projects	
- Promote financial partnerships		- Group becoming dependant on City grants	
- Leverage more funds from others		- Insufficient Partnering	
- Build organizational capacity		- Duplication of Service	
- Build community capacity		- Groups with unaccounted for surplus or deficit	
- Other		- Other	

7. Interpreting The Program's Multiple Criteria

- The following tables clarify how the Multiple Criteria can be met.
- Applications are to indicate how.

CRITERIA A - BENEFITS TO THE RICHMOND COMMUNITY		
General Objectives	Interpretation	
- Promote Livability	<ul style="list-style-type: none"> ➤ Applications are to clearly address some of these criteria. ➤ Applications which promote volunteer participation and citizen involvement are encouraged. ➤ Innovation is encouraged. 	
- Promote Appealing		
- Build A Legacy		
- Build Sustainability		
- Build Financial Viability		
- Build A Complete Community		
- Promote "Well Managed"		
- Promote Diversity		
- Promote Volunteerism		
- Promote Wellness		
- Innovation		
- Other		
Group Assist Priorities		
- Stable capable groups	<ul style="list-style-type: none"> ➤ Applications are to clearly address criteria. ➤ Funding from other sources is expected. 	
- Groups who form partnerships		
- Other		
Types Of Residents		
- Serves primarily Richmond residents	<ul style="list-style-type: none"> ➤ Applications must address at least one of these communities. ➤ Group program objectives must be stated. ➤ Need: Applications are to: <ul style="list-style-type: none"> ▪ Demonstrate community need ▪ Show financial need, and ▪ Demonstrate the impact that would occur if the City did not fund the application. ➤ Maximize Benefits: Applications that provide the greatest benefits to the largest number of Richmond residents are encouraged. 	
- Seniors		
- People with Disabilities		
- Children		
- Youth		
- Families		
- Low Income		
- Women		
- Immigrants		
- Tourists		
- Other		
Priority Activities		
- Prevention		<ul style="list-style-type: none"> ➤ Applications must address one of these types. ➤ How the Group's program benefits people must be stated.
- Intervention		
- Treatment		
- Wellness		
- Maximize those helped		
- Build organizational capacity		
- Build community capacity		
- Improve the quality of life: <ul style="list-style-type: none"> • Social • Economic • Environmental 		
- Sustainability		
- Other		

CRITERIA B - BENEFITS TO APPLICANT GROUP	
General Priorities	Interpretation
- Maximize quality of service	<ul style="list-style-type: none"> ➤ The Group's program benefits must be clearly stated. ➤ What the Group will do must be clearly stated. ➤ The City will favour applications that involve more partners. ➤ How Group and/or resident capacity is built must be explained. ➤ Co-ordination: <ul style="list-style-type: none"> ▪ Applications, which demonstrate co-ordination and co-operation with other groups to prevent the duplication of projects, programs, services or events, are favoured. ➤ Multiple-Funded Project: <ul style="list-style-type: none"> ▪ Applications, which provide evidence of having funding from a variety of sources, are favoured. ➤ "User Pay" <ul style="list-style-type: none"> Where appropriate, projects that require that the users of the proposed program/ service pay some amount for the services are favoured.
- Maximize number served	
- Promote financial partnerships	
- Leverage more funds from others	
- Build organizational capacity	
- Build community capacity	
- Other	
Less Favourably Considered	
- Only City funding for project	<ul style="list-style-type: none"> ➤ These programs will not be favoured.
- Single Group & City funded projects	
- Group becoming dependant on City grants	
- Insufficient partnering	
- Duplication of service	
- Groups with unaccounted surplus or deficit	
- Other	

8. Policies

(1.) Program Phases and Considerations

The following Program phases and considerations are to be managed, monitored and improved, as necessary:

Program Phase	Who	Activity	Considerations
Phase 1	City staff	Prepare For Annual Grants	<ul style="list-style-type: none"> • Follow Program requirements • Promoting the Program
Phase 2	Applicant	Apply For A Grant	<ul style="list-style-type: none"> • Stability - of Group applying • Capability – experience, reliability of Group • Accountability - of Group • Maximum benefits: <ul style="list-style-type: none"> • Increased numbers served • Of quality of service • Degree of Need • Most assisted per grant • Cost effectiveness - of proposal • Promote multiple partner funding & support • Leverage of more funds from others • Group's own support of their application: <ul style="list-style-type: none"> • Funding • Services, • In-kind resources • Thoroughness of proposal • Clarity of proposal • Amount of requested grant • Benefits of any previous City grant
Phase 3	City staff	<ul style="list-style-type: none"> • Review applications • Make recommendations 	Follow program requirements

Program Phase	Who	Activity	Considerations
Phase 4	Council	<ul style="list-style-type: none"> Reviews applications Reviews staff recommendations Considers any presentations Awards Grants Any referrals by Council regarding the grant recommendations will be addressed by staff and forwarded to Council. 	<ul style="list-style-type: none"> Program Principles Program Policies
Phase 5	City staff	Issue letters: <ul style="list-style-type: none"> Awarded grants Explaining denied grants 	Follow program requirements
Phase 6	Applicant	Delivers funded service/program	Follow program requirements
Phase 7	Applicant	Monitors funded service/program	Follow program requirements
Phase 8	Applicant	Reports results to City: <ul style="list-style-type: none"> Mid year, or At end of service/program, or When next applying for a grant. 	Follow program requirements
Phase 9	City staff	Periodically: <ul style="list-style-type: none"> Evaluates Grant benefits Evaluates Grant Program Proposes Program improvements 	<ul style="list-style-type: none"> Address Council instructions Analysis Options Make recommendations
Phase 10	Council	<ul style="list-style-type: none"> Reviews recommendations Approves changes 	Makes decisions
Phase 11	City staff	Implement program changes	Follow program requirements

(2.) Program Funding

a) Base Program Funding

- Until Council determines otherwise, \$500,000 is available for the Program.
- Every five years beginning in 2013, Council will review base program funding.
- Council may increase or decrease the amount allocated to the Program, or keep it the same, based on overall City corporate priorities.

b) Annual Cost of Living Increase

- To maintain the effectiveness of Program base funding in light of general rising costs (e.g., the cost of living; fees), starting in 2009 and each year thereafter, an annual cost of living factor will be automatically added to the base program funding.
- The cost of living increase will be based on the Vancouver CPI annual average change as determined by BC Stats for the previous year.
- Finance Division of the City of Richmond will determine the amount annually and add it to the base program funding.

2009 Grant Program Funding	
Base Funding	\$500,000 (reviewed every 5 yrs., beginning in 2013)
Consumer Price Index (CPI)	To be determined annually
TOTAL	\$500,000 + CPI = New base program funding

c) Unused Program Funds

At the end of each year, any unallocated Grant Program dollars must be returned to the City's General Revenue Account.

(3.) Who Can Apply

- Only registered non-profit groups.
- The Group's Board must approve of the application being submitted.

(4.) Who Cannot Apply

- Groups other than registered non-profit groups [e.g., for profit groups].
- Individuals, who do not represent a registered non-profit group.

- Public and private schools including post secondary educational institutions, or groups seeking funding for school-based programs
- Pre-schools and child care providers [A separate City Child Care Grant Program exists].
- Agencies that provide grants.
- Others, as determined by Council.

(5.) Applications Per Year

Due to limited Program funds, only one application per Group/per year will be accepted.

(6.) Application Deadline

The annual deadline for submitting City grant applications will be determined annually (e.g., on the second Friday of October).

(7.) Late Applications

Applications which miss the application deadline must not be accepted, processed or funded from the Grant Program for that application year, as:

- There is an ample annual application notice period for all.
- There are limited Program funds.
- The Program management phases are to be completed within a defined time period.
- Applicants desire a decision, as soon as possible.
- The processing of late applications would require that those applications that made the deadline be re-evaluated, thus delaying the process.
- Late applicants may apply in the next year.

(8.) Benefits of Funding Proposal

To determine the benefits of funded group programs, the following qualitative and quantitative factors are considered:

- The quality and credibility of the group (e.g., accreditation, licenses).
- The purpose of the proposed program (e.g., prevention, treatment and wellness programs have inherent value).
- The quality of the program offered (e.g., sound practice followed, delivered by responsible people and professionals).
- The number of clients served.
- Evaluations of the program once delivered (e.g., client and participant letters, surveys; community acceptance; program evaluations).
- Benefits to the community at large.

(9.) Quality Of Documentation

- A quality, fully completed application has a better chance of receiving City funding (see chart below).

Quality Of Application	Comments
- Thoroughness of proposal	<ul style="list-style-type: none"> ➤ Applications are to clearly address criteria. ➤ Groups must be accountable. ➤ Groups must demonstrate that they are capable. ➤ Applications are to clearly and fully state funding details.
- Clarity of proposal	
- Amount of requested grant and why	
- State proposed benefits of City grant	
- Capability of Group to deliver project	
- Applicants are to demonstrate financial partnerships and whether they have been: <ul style="list-style-type: none"> • Applied for, or • Already received 	

- City staff have a limited amount of time to ask groups to clarify their applications.
- Applicants are required to address Grant Program Phases 2, 6, 7 and 8.
- Successful applicants are those who fully address all their Program Phases and requirements.
- Applicants are to provide documentation that addresses the Program Principles, Goals, Objectives, Multiple Criteria, Policies and Requirements.

- How well applicants do this, thoroughly and with clarity, will affect the success of their application and their future applications.
- All application projects must have a specific set of goals, objectives, deliverables, clients and benefits.
- All funded activities must specify a start and finishing date.
- Documented authorization of the application by the Group's Board must be provided (e.g., Board resolution).
- All required documentation is indicated on the Grant Notice and Application.

(10.) Financial Considerations

- Applicants must submit:
 - a) The Group's audited financial statements for the most recent completed fiscal year including the auditors report signed by the external auditors.
 - b) If audited financial statements are not available, submit the reviewed financial statements for the most recent completed fiscal year along with the review engagement report signed by the external auditors.
 - c) If neither audited nor reviewed financial statements are available, submit the compiled financial statements for the most recent completed fiscal year along with a compilation report signed by the external auditors.
 - d) If neither a, b, or c are available, financial statements for the most recent completed fiscal year endorsed by two signing officers of the Board of Directors.
 - e) The Group's current fiscal year operating budget.
 - f) The Group's budget to support the application (e.g., Operating Assistance or Community Service budget).
- Group applications will be reviewed for financial accountability by Finance staff.

(11.) User Pay Principle

Applicants are encouraged to consider applying the "user pay" principle, where appropriate [e.g., users of the proposed service, program, or project would pay some of the cost].

(12.) Less Favourably Considered Applications

Applications which are less favoured, are those which:

- Rely only on City funding
- Are funded by a single Group and the City
- Risk the Group becoming dependant on City grants
- Demonstrate insufficient partnering
- Duplicate existing services
- Other.

(13.) Staff Review Of Applications

- Staff are to administer the Program based on the Program Principles, Goals, Objectives, Multiple Criteria, Policies and Requirements.
- As staff review applications, they may contact the applicants and others, to clarify the proposals.
- As it is Council who makes the final grant decisions, while reviewing applications, staff are not to advise applicants regarding:
 - Whether or not they will receive a grant, or
 - The possible amount of a grant.

(14.) Funding Streams

- To facilitate comparisons, staff will categorize the applications as follows:
 - Services (e.g., Health, Social and Safety), and
 - Events (e.g., Cultural and Community).
- Staff will provide information to Council regarding the total amount requested and recommended in each category as part of the annual grants review report.

(15.) Purposes Eligible for Funding

Grants may be used for the following purposes:

1. **Operating Assistance**
Regular operating expenses or core budgets of established organizations, including supplies and equipment, heat, light, telephone, photocopying, rent, and administrative support salaries.
2. **Community Service (e.g., program, project)**
Must respond to the program criteria, have specific goals and objectives, and have a defined start and finish date.
3. **Community Event**
Must respond to the program criteria, have specific goals and objectives, and have a defined start and finish date.

(16.) Items Eligible For Funding

The eligible items which may be funded are those required to directly deliver the project, including regular Group operating expenses or program/project specific expenses, including:

- Professional and administrative salaries and benefits
- Consultant services to deliver the project
- Office rent
- Supplies
- Equipment
- Rentals [e.g., vehicles, equipment, and maintenance]
- Heat
- Light
- Telephone
- Photocopying
- Materials

(17.) Items Not Eligible For Funding

Grants are not for:

- Debt retirement
- Land and land improvements
- Building construction and repairs
- Retroactive funding
- Operating deficits
- Proposals which primarily fund or award other groups
- Political activities including:
 - Promoting or serving a political party or Group,
 - Lobbying of a political party, or for a political cause.
- Activities that are restricted to or primarily serve the membership of the organization, unless group membership is open to a wide sector of the community (e.g., women, seniors) and is available free-of-charge or for a nominal fee that may be reduced or exempted in case of need.
- Expenses that may be funded by other government programs or entities
- Annual fund-raising campaigns, form letter requests or telephone campaigns
- Expenses related to attendance at seminars, workshops, symposiums, or conferences
- Public and private school based programs
- Other, as Council may determine.

(18.) Grant Allocation Considerations

- In reviewing grant applications, preparing recommendations and making grant decisions, primary consideration is given to meeting the Program Principles, Goals, Objectives, Multiple Criteria, Policies and Requirements including:
 - Demonstrated organizational efficiency, effectiveness and stability
 - The number of Richmond residents served
 - The quality of service
 - The financial need of the Group

- The proposed community interaction
- The role and number of volunteers
- The use of existing community services and facilities
- Unique nature – not a duplication of service
- Applying to more than one funding source
- Other City programs, services and financial assistance already provided.
- Grant allocations are partially dependent on the annual Program budget.
- The value of any other City support (e.g., space, photocopying, staff services) that the Group receives may affect the amount of grant awarded.
- Not all groups meeting the Program requirements will necessarily receive a grant.
- Based on the number of applications, groups may not receive the full grant that they request, but only a portion of it.
- Grants are not to be regarded as an entitlement.
- Approval of a grant in any one year is not to be regarded as an automatic ongoing source of annual funding.
- As Council wishes to maximize benefits from the Grant Program, the assessment of City Grant applications is flexible.

(19.) Timing Of Grant Decisions

Generally, Council will decide on the applications in the first quarter of the year; however, no specific date is set to allow for processing, budget and timing.

(20.) No Interim Funding

There is to be no interim funding of a group or its application while it waits to hear if its application is approved, as such would delay application review times and final decisions.

(21.) Council Decision

- Council will make the final grant decisions, at its sole discretion, based on the Program Goals, Principles, Multiple Criteria, Policies and Requirements, and a review of City staff recommendations.
- Council may:
 - Approve a funding application:
 - In total, with or without conditions (e.g., subject to a mid-year review)
 - In part, with or without conditions
 - Ask for more information
 - Issue dollars in phases with conditions
 - Deny an application.
- For example, where a large amount of grant money is to be provided, or where Council is not familiar with the proposed program, Council may:
 - Issue the program dollars in phases, and
 - Request additional information (e.g., mid-year reviews) to ascertain program benefits prior to issuing any additional program dollars.
- If an application is not funded by Council, it is deemed to be denied.

(22.) Recuperation of Grant

Should the funds not be used for the stated purpose, the applicant is to automatically return them to the City.

(23.) No Appeal

There is no appeal to Council's decision, due to the high number of applications for limited Grant Program funding, and as applicants may apply in the next year.

(24.) Reporting of Grant Benefits

Those who receive a City grant are required to demonstrate the benefits of their program, by providing:

- A statement of program purpose
- Program evaluations (e.g., by group, or independent sources)

Groups are required to demonstrate program benefits in several ways:

- When they apply, by providing information regarding anticipated program benefits,
- After they receive a grant, at the year end and before applying again, by providing information regarding the program benefits including evaluation results.

On a random basis, mid-year progress and financial reports will be requested.

(25.) Program Review

- The Program will be reviewed annually by staff after the grants have been awarded for that year.
- Council may change the Program at any time.

(26.) Program Support Documents - see Attached

To facilitate Program administration, a variety of documents may be used and modified from time to time by staff, including:

ATTACHMENT A	GRANT PROGRAM APPLICATION NOTICE
ATTACHMENT B	GRANT PROGRAM APPLICATION FORM
ATTACHMENT C	AN INTERNAL STAFF CHECKLIST TO SUMMARIZE ANNUAL GRANT APPLICATIONS
ATTACHMENT D	GRANT APPLICATION SUMMARY SHEET (FOR COUNCIL)

Proposed
Richmond Grant Program
City Of Richmond*

**Proposed changes are in bold italics*

Coordinated by The Policy Planning Division
City Of Richmond

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THE RICHMOND GRANT PROGRAM

1. Overview

(i) Purpose

The purpose of the Richmond Grant Program is to:

- Achieve the City's Corporate Vision: "To be the most appealing, livable well managed City in Canada",
- Ensure that the limited Program dollars are effectively spent,
- Improve Program benefits, effectiveness, management, administration and phases.

(ii) Program Context

- The City of Richmond is one of the most diverse and family oriented communities in Canada.
- Richmond residents voluntarily form many types of community groups to meet a wide range of social, economic and environmental interests.
- In doing so, these groups assist in creating a vibrant, livable and appealing City.
- The Richmond City Council acknowledges that these groups:
 - Are essential in building a viable community,
 - Make Richmond a better place to live, work and play,
 - Address important needs and issues,
 - Wish to contribute their ideas, vast experience, abilities, and education,
 - Sometimes require financial assistance to implement their projects.

(iii) Principles

The Program is based on the following principles:

- Support The City's Corporate Vision
- Support Non-Profit Groups
- Benefit Richmond Residents
- Maximize Program Benefits
- Promote Volunteerism
- Build Partnerships
- Increase Community Group Capacity
- Cost Sharing
- Cost Effectiveness
- Grants Earned - Not An Entitlement
- Promote User Pay of Community Group Programs
- Innovation.

(iv) Goal Of The City Grant Program

The goal of the Program is to build strong communities by assisting non-profit community groups in delivering services to Richmond residents.

(v) Program Objectives

The objectives of the Grant Program are:

- To improve the quality of life of Richmond residents through a wide range of beneficial community group programs,
- To assist primarily Richmond based community groups to provide more beneficial programs, to more residents,
- To build community group capacity to deliver programs,
- To promote partnerships and financial cost sharing among the City, other funders and community groups.

(vi) Program Criteria and Interpretation

To maximize the City's Program benefits and limited funds, the following Criteria are established. The table clarifies how the Multiple Criteria can be interpreted; applications are to indicate how.

MULTIPLE CRITERIA – CITY GRANT PROGRAM	
CRITERIA A - BENEFITS TO THE RICHMOND COMMUNITY	
General Objectives	Interpretation
<ul style="list-style-type: none"> - Promote Livability - Promote an Appealing City - Build A Legacy - Build Sustainability - Build Financial Viability - Build A Complete Community - Promote "Well Managed" - Promote Diversity - Promote Volunteerism - Promote Wellness - Innovation - Other 	<ul style="list-style-type: none"> ➤ Applications are to clearly address some of these criteria. ➤ Applications which promote volunteer participation and citizen involvement are encouraged. ➤ Innovation is encouraged.
Types Of Residents	
<ul style="list-style-type: none"> - General Population - Seniors - People with Disabilities - Children - Youth - Families - Low Income - Women - Men - Immigrants - Tourists - Other 	<ul style="list-style-type: none"> ➤ Applications must address at least one of these communities. ➤ Group program objectives must be stated. ➤ Need: Applications are to: <ul style="list-style-type: none"> ▪ Demonstrate community need ▪ Show financial need, and ▪ Demonstrate the impact that would occur if the City did not fund the application. ➤ Maximize Benefits: Applications that provide the greatest benefits to the largest number of Richmond residents are encouraged.
Priority Activities	
<ul style="list-style-type: none"> - Prevention - Intervention - Treatment - Wellness - Build Organizational Capacity - Build Community Capacity - Improve the Quality of Life: <ul style="list-style-type: none"> ➤ Social ➤ Economic ➤ Environmental - Other 	<ul style="list-style-type: none"> ➤ Applications must address at least one of these types. ➤ How the Group's program benefits Richmond residents must be stated.
CRITERIA B - BENEFITS TO THE APPLICANT GROUP	
General Priorities	Interpretation
<ul style="list-style-type: none"> - Improve Quality of Service - Maximize Number Served - Promote Partnerships - Leverage More Funds from Others - Build Organizational Capacity - Support Stable, Capable Groups - Minimize Duplication of Services - Other 	<ul style="list-style-type: none"> ➤ The Group's program benefits must be clearly stated. ➤ What the Group will do must be clearly stated. ➤ The City will favour applications that involve more partners. ➤ How Group and/or resident capacity is built must be explained. ➤ Co-ordination: <ul style="list-style-type: none"> ▪ Applications, which demonstrate co-ordination and co-operation with other groups to prevent the duplication of projects, programs, services or events, are favoured. ➤ Multiple-Funded Project: <ul style="list-style-type: none"> ▪ Applications, which provide evidence of having funding from a variety of sources, are favoured. ➤ "User Pay" ➤ Where appropriate, projects that require that the users of the proposed program/ service pay some amount for the services are favoured.

(vii) Program Funding

a) Base Program Funding

- Until Council determines otherwise, \$500,000 is available for the Program.
- Every five years beginning in 2013, Council will review base program funding.
- Council may increase or decrease the amount allocated to the Program, or keep it the same, based on overall City corporate priorities.

b) Annual Cost of Living Increase

- To maintain the effectiveness of Program base funding in light of general rising costs (e.g., the cost of living, fees), starting in 2009 and each year thereafter, an annual cost of living factor will be automatically added to the base program funding.
- The cost of living increase will be based on the Vancouver CPI annual average change as determined by BC Stats for the previous year.
- Finance Division of the City of Richmond will determine the amount annually and add it to the base program funding.

2009 Grant Program Funding	
Base Funding	\$500,000 (reviewed every 5 yrs., beginning in 2013)
Consumer Price Index (CPI)	To be determined annually
TOTAL	\$500,000 + CPI = New base program funding

c) Unused Program Funds

At the end of each year, any unallocated Grant Program dollars must be returned to the City's General Revenue Account.

(viii) Definitions

To clarify terms for applicants, reviewers and Council, the following are defined:

Partnership: *A relationship between individuals or groups that have a joint interest and which is characterized by mutual cooperation and responsibility, often for the achievement of a specified goal. This may be a formal relationship defined by written agreement outlining the contributions and expectations of each partner, or an informal relationship dependent on the goodwill of the partners involved with a particular project, issue or initiative.*

Duplication: *Two or more agencies running an identical non-profit service and/or program for the same target population during the same a.m. or p.m. hours. Duplication may be desirable when a single agency does not have the capacity to meet the demand for service.*

School (public and private) based programs: *"School (public and private) based programs" are those funded, offered or initiated through regular fiscal, operational, curricular, extra-curricular and social activities of a school or a school district.*

Community based programs in schools: *"Community based programs" offered in public and private schools or on school grounds will be considered to be "community based" rather than school-based if they do not meet the definition of "school-based" and primarily benefit the larger community, rather than the school itself, the school district, or its students.*

2. Eligibility

(i) Who Can Apply

- Only registered non-profit societies (*society incorporation number must be provided*).
- The Group's Board must approve of the application being submitted.

(ii) Who Cannot Apply

- Groups other than registered non-profit groups [e.g., for profit groups].
- Individuals, who do not represent a registered non-profit group.
- Public and private schools including post secondary educational institutions, or groups seeking funding for school-based programs (see Definitions, p. 5).
- Pre-schools and child care providers [A separate City Child Care Grant Program exists].
- Organizations that primarily fund other organizations (e.g., grants) *or individuals (e.g., scholarships)*.
- Others, as determined by Council.

(iii) Applications Per Year

Due to limited Program funds, only one application per Group/per year will be accepted.

(iv) Purposes Eligible for Funding

Grants may be used for the following purposes:

1. **Operating Assistance**
Regular operating expenses or core budgets of established organizations, including supplies and equipment, heat, light, telephone, photocopying, rent, and administrative support salaries.
2. **Community Service (e.g., program, project)**
Must respond to the program criteria, have specific goals and objectives, and have a defined start and finish date.
3. **Community Event**
Must respond to the program criteria, have specific goals and objectives, and have a defined start and finish date.

(v) Key Determinants of Eligibility

To be considered eligible, all proposals must demonstrate that:

- a. *Primarily Richmond residents will be served,*
- b. *An effort has been made to seek funding from sources other than the City and the applicant, and*
- c. *Funding and/or non-funding partnerships have been established.*

(vi) Items Eligible For Funding

The eligible items which may be funded are those required to directly deliver the project, including regular Group operating expenses or program/project specific expenses, including:

- Professional and administrative salaries and benefits
- Consultant services to deliver the project
- Office rent
- Supplies
- Equipment
- Rentals [e.g., vehicles, equipment, and maintenance]
- Heat
- Light
- Telephone
- Photocopying
- Materials

(vii) Items Not Eligible For Funding

Grants are not for:

- Debt retirement
- Land and land improvements
- Building construction and repairs
- Retroactive funding
- Operating deficits
- Proposals which primarily fund or award other groups *or individuals*

- Political activities including:
 - Promoting or serving a political party or Group,
 - Lobbying of a political party, or for a political cause.
- Activities that are restricted to or primarily serve the membership of the organization, unless group membership is open to a wide sector of the community (e.g., women, seniors) and is available free-of-charge or for a nominal fee that may be reduced or exempted in case of need.
- Expenses that may be funded by other government programs or entities
- Annual fund-raising campaigns, form letter requests or telephone campaigns
- Expenses related to attendance at seminars, workshops, symposiums, or conferences
- Public and private school-based programs (*see Definitions*)
- Pre-school or child care programs, as a separate City Child Care Grant Program exists
- *Travel costs outside the Lower Mainland*
- Other, as Council may determine.

3. Application Review Considerations

(i) Benefits of Funding Proposal

To determine the benefits of funded group programs, the following qualitative and quantitative factors are considered:

- The quality and credibility of the group (e.g., accreditation, licenses).
- The purpose of the proposed program (e.g., prevention, treatment and wellness programs have inherent value).
- The quality of the program offered (e.g., sound practice followed, delivered by responsible people and professionals).
- The number of clients served.
- Evaluations of the program once delivered (e.g., client and participant letters, surveys; community acceptance; program evaluations).
- Benefits to the community at large.

(ii) Grant Allocation Considerations

- In reviewing grant applications, preparing recommendations and making grant decisions, primary consideration is given to meeting the Program Principles, Goals, Objectives, Multiple Criteria, Policies and Requirements including:
 - Demonstrated organizational efficiency, effectiveness and stability
 - The number of Richmond residents served
 - The quality of service
 - The financial need of the Group
 - The proposed community interaction
 - The role and number of volunteers
 - The use of existing community services and facilities
 - Unique nature – not a duplication of service
 - Applying to more than one funding source
 - Partnership roles
 - Other City programs, services and financial assistance already provided.
- Grant allocations are partially dependent on the annual Program budget.
- The value of any other City support (e.g., space, photocopying, staff services) that the Group receives may affect the amount of grant awarded.
- Not all groups meeting the Program requirements will necessarily receive a grant.
- Based on the number of applications, groups may not receive the full grant that they request, but only a portion of it.
- Grants are not to be regarded as an entitlement.
- Approval of a grant in any one year is not to be regarded as an automatic ongoing source of annual funding.
- As Council wishes to maximize benefits from the Grant Program, the assessment of City Grant applications is flexible.

(iii) Quality Of Documentation

- A quality, fully completed application has a better chance of receiving City funding (see chart below).

Quality Of Application	Comments
- Thoroughness of proposal	<ul style="list-style-type: none"> ➤ Applications are to clearly address criteria. ➤ Groups must be accountable. ➤ Groups must demonstrate that they are capable. ➤ Applications are to clearly and fully state funding details.
- Clarity of proposal	
- Amount of requested grant and why	
- State proposed benefits of City grant	
- Capability of Group to deliver project	
- Applicants are to demonstrate financial partnerships and whether they have been: <ul style="list-style-type: none"> • Applied for, or • Already received 	

- City staff have a limited amount of time to ask groups to clarify their applications.
- Applicants are required to address Grant Program Phases 2, 6, 7 and 8.
- Successful applicants are those who fully address all their Program Phases and requirements.
- Applicants are to provide documentation that addresses the Program Principles, Goals, Objectives, Multiple Criteria, Policies and Requirements.
- How well applicants do this, thoroughly and with clarity, will affect the success of their application and their future applications.
- All application projects must have a specific set of goals, objectives, deliverables, clients and benefits.
- All funded activities must specify a start and finishing date.
- Documented authorization of the application by the Group's Board must be provided (e.g., Board resolution).
- **organizations seeking funding of community based programs in schools or on school grounds(see Definitions) must provide a statement from the School Principal or the School District that the proposed use is approved of and will be accommodated, should funding be received.**
- All required documentation is indicated on the Grant Notice and Application.

(iv) Financial Considerations

- Applicants must submit:
 - a) The Group's audited financial statements for the most recent completed fiscal year including the auditors report signed by the external auditors.
 - b) If audited financial statements are not available, submit the reviewed financial statements for the most recent completed fiscal year along with the review engagement report signed by the external auditors.
 - c) If neither audited nor reviewed financial statements are available, submit the compiled financial statements for the most recent completed fiscal year along with a compilation report signed by the external auditors.
 - d) If neither a, b, or c are available, financial statements for the most recent completed fiscal year endorsed by two signing officers of the Board of Directors.
 - e) The Group's current fiscal year operating budget.
 - f) The Group's budget to support the application (e.g., Operating Assistance or Community Service budget).
- Group applications will be reviewed for financial accountability by Finance staff.

(v) User Pay Principle

Applicants are encouraged to consider applying the "user pay" principle, where appropriate [e.g., users of the proposed service, program, or project would pay some of the cost].

(vi) Less Favourably Considered Applications

Applications which are less favoured, are those which:

- Rely only on City funding
- Are funded by a single Group and the City
- Risk the Group becoming dependant on City grants

- Demonstrate insufficient partnering
- Unnecessarily duplicate existing services
- Other.

4. Procedures

(i) Program Phases and Considerations

The following Program phases and considerations are to be managed, monitored and improved, as necessary:

Program Phase	Who	Activity	Considerations
Phase 1	City staff	Prepare For Annual Grants	<ul style="list-style-type: none"> • Follow Program requirements • Promoting the Program
Phase 2	Applicant	Apply For A Grant	<ul style="list-style-type: none"> • Stability - of Group applying • Capability – experience, reliability of Group • Accountability - of Group • Maximum benefits: <ul style="list-style-type: none"> • Increased numbers served • Of quality of service • Degree of Need • Most assisted per grant • Cost effectiveness - of proposal • Promote multiple partner funding & support • Leverage of more funds from others • Group's own support of their application: <ul style="list-style-type: none"> • Funding • Services, • In-kind resources • Thoroughness of proposal • Clarity of proposal • Amount of requested grant • Benefits of any previous City grant
Phase 3	City staff	<ul style="list-style-type: none"> • Review applications • Make recommendations 	Follow program requirements
Phase 4	Council	<ul style="list-style-type: none"> • Reviews applications • Reviews staff recommendations • Considers any presentations • Awards Grants • Any referrals by Council regarding the grant recommendations will be addressed by staff and forwarded to Council 	<ul style="list-style-type: none"> • Program Principles • Program Policies
Phase 5	City staff	Issue letters: <ul style="list-style-type: none"> • Awarded grants • Explaining denied grants 	Follow program requirements
Phase 6	Applicant	Delivers funded service/program	Follow program requirements
Phase 7	Applicant	Monitors funded service/program	Follow program requirements
Phase 8	Applicant	Reports results to City: <ul style="list-style-type: none"> • Mid year, or • At end of service/program, or • When next applying for a grant. 	Follow program requirements
Phase 9	City staff	Periodically: <ul style="list-style-type: none"> • Evaluates Grant benefits • Evaluates Grant Program • Proposes Program improvements 	<ul style="list-style-type: none"> • Address Council instructions • Analysis • Options • Make recommendations
Phase 10	Council	<ul style="list-style-type: none"> • Reviews recommendations • Approves changes 	Makes decisions
Phase 11	City staff	Implement program changes	Follow program requirements

(ii) Funding Streams

- To facilitate comparisons, staff will categorize the applications as follows:
 - Services (e.g., Health, Social and Safety), and
 - Events (e.g., Cultural and Community).
- Staff will provide information to Council regarding the total amount requested and recommended in each category as part of the annual grants review report.

(iii) Application Deadline

The annual deadline for submitting City grant applications will be determined annually (e.g., on the second Friday of October).

(iv) Late Applications

Applications which miss the application deadline must not be accepted, processed or funded from the Grant Program for that application year, as:

- There is an ample annual application notice period for all.
- There are limited Program funds.
- The Program management phases are to be completed within a defined time period.
- Applicants desire a decision, as soon as possible.
- The processing of late applications would require that those applications that made the deadline be re-evaluated, thus delaying the process.
- Late applicants may apply in the next year.

(v) Staff Review Of Applications

- Staff are to administer the Program based on the Program Principles, Goals, Objectives, Multiple Criteria, Policies and Requirements.
- As staff review applications, they may contact the applicants and others, to clarify the proposals.
- As it is Council who makes the final grant decisions, while reviewing applications, staff are not to advise applicants regarding:
 - Whether or not they will receive a grant, or
 - The possible amount of a grant.

(vi) Timing Of Grant Decisions

Generally, Council will decide on the applications in the first quarter of the year; however, no specific date is set to allow for processing, budget and timing.

(vii) No Interim Funding

There is to be no interim funding of a group or its application while it waits to hear if its application is approved, as such would delay application review times and final decisions.

(viii) Reporting of Grant Benefits

Those who receive a City grant are required to demonstrate the benefits of their program, by providing:

- A statement of program purpose
- Program evaluations (e.g., by group, or independent sources)

Groups are required to demonstrate program benefits in several ways:

- When they apply, by providing information regarding anticipated program benefits,
- Those receiving a grant must report either at year-end or, if applying again, by providing information regarding the program benefits including evaluation results.

On a random basis, mid-year progress and financial reports will be requested.

(ix) Program Review

- The Program will be reviewed annually by staff after the grants have been awarded for that year.
- Council may change the Program at any time.

5. Awarding of Grants

(i) Council Decision

- Council will make the final grant decisions, at its sole discretion, based on the Program Goals, Principles, Multiple Criteria, Policies and Requirements, and a review of City staff recommendations.
- Council may:
 - Approve a funding application:
 - In total, with or without conditions (e.g., subject to a mid-year review)
 - In part, with or without conditions
 - Ask for more information
 - Issue dollars in phases with conditions
 - Deny an application.
- For example, where a large amount of grant money is to be provided, or where Council is not familiar with the proposed program, Council may:
 - Issue the program dollars in phases, and
 - Request additional information (e.g., mid-year reviews) to ascertain program benefits prior to issuing any additional program dollars.
- If an application is not funded by Council, it is deemed to be denied.

(ii) Recuperation of Grant

Should the funds not be used for the stated purpose, the applicant is to automatically return them to the City.

(iii) No Appeal

There is no appeal to Council's decision, due to the high number of applications for limited Grant Program funding, and as applicants may apply in the next year.

6. Program Support Documents

To facilitate Program administration, a variety of documents may be used and modified from time to time by staff, including:

ATTACHMENT A	GRANT PROGRAM APPLICATION NOTICE
ATTACHMENT B	GRANT PROGRAM APPLICATION FORM
ATTACHMENT C	GRANT APPLICATION SUMMARY SHEET (FOR COUNCIL)