Vancouver Foundation's

Systems Change Grants

Guidelines, May 2018

Systems Change Grants support projects that take action to address the root causes of pressing social, environmental or cultural issues by influencing the behaviours of populations, organizations, and institutions.

vancouver foundation
COMMUNITY INSPIRED

Types of Grants

There are three different grant types available, depending upon the stage of your project.

Develop Grants

Develop grants are short-term grants to help teams generate ideas and a project plan for systems change that can be submitted to funders.

Test Grants

Test Grants are multi-year grants to help project teams test their influence on systems and learn what works.

Scale Grants

Scale grants are multi-year grants to help project teams extend the influence of an existing systems change project to a different scale within the system.

	DEVELOP	TEST	SCALE
Purpose of grant	To generate ideas and a project plan for systems change	To test the influence of a systems change project	To extend the influence of an existing systems change project
Maximum funding	Up to $10,000 for process, plus up to an additional $10,000 for participation	Up to $100,000 per year	Up to $100,000 per year
Length of grant	Up to 1 year	Up to 3 years	Up to 3 years
Requires matching funds	No	Yes, 50% from other sources	Yes, 50% from other sources
Application process	One-stage	Two-stage	Two-stage
Frequency	Submit any time	Submit during spring or fall	Submit during spring or fall

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READ THIS FIRST

Are you eligible and ready to apply?

Systems Change grants support projects that take action to address the root causes of pressing societal, environmental or cultural issues by influencing the behaviours of populations, organizations, and institutions.

If your project involves research that is co-led by community members and researchers to learn more about the root causes of pressing issues impacting the health of communities, then please consider our Participatory Action Research Grants Program instead.

If you've downloaded this document, which includes detailed program information and an application guide for both grant types, we expect that you've already:

- ☐ read the program information available on our website, and watched our video
- ☐ completed our online eligibility quiz
- ☐ confirmed that the organization acting as the primary applicant is a qualified donee listed by the Canada Revenue Agency[1]

If you haven't, then please complete these steps. Applying for a grant—any grant—requires a lot of time and energy. We want to help make sure that you're not spending valuable time applying to a program that you're not likely to receive funding from.

Why systems change?

Vancouver Foundation aims to support projects that disrupt the way we do things so that big problems get unstuck. **We want to support work that benefits communities and populations as a whole.** Why? Because we believe that this is the most valuable contribution to meaningful and lasting change that Vancouver Foundation can make through its responsive grantmaking programs.

We know that some of the ambitious and innovative projects we fund may not succeed at influencing systems change. But we also know that's how we learn. Vancouver Foundation has the resources to support experimental, emergent and risky approaches that sometimes need trial and error.

Vancouver Foundation believes deeply in the social good that comes from the direct services and programming provided in community. However, our **Systems Change grants only fund direct service if it's part of a broader systems change project.** Why? Because although many organizations serve their constituents by helping them to overcome the odds they face, Systems Change grants are meant to help organizations to influence and change the odds that people face in the first place.

[1] https://www.canada.ca/en/revenue-agency/services/charities-giving/list-charities/list-charities-other-qualified-donees.html

What this program funds, and what it doesn't

Our Systems Change Grants Program funds community-led projects that have the potential to create lasting changes within and across systems. We consider these initiatives to be social innovations.

The Systems Change Grants Program funds projects that:

- are led by, or are in the care and control of, **qualified donees** listed by the Canada Revenue Agency
- **tackle the root causes of complex issues** by disrupting the ways that systems work—sometimes this means challenging the way things have worked for generations
- **collaborate within and across sectors** by breaking down the silos between health and social services, education, employment, environment, or arts and culture, among others
- **are bold, creative, and ambitious** in their approach to systems change
- **are socially innovative**, such as by grounding a project in cultural knowledge and practices, by doing something new or using existing resources in a new way, by doing something that has worked elsewhere, or by trying something again under different conditions
- **have the potential to create lasting change** for communities across British Columbia

Systems Change grants fund charitable projects in and across any sector. In addition, some of our funding is specific to systems change work in social services, children and youth services, health, vocational or technical training, education, arts and culture, environment, and animal welfare sectors.

Systems Change grants don't fund:

- projects that focus exclusively on providing services or programs to a group or community, without also aiming to influence change at a systems level (e.g., community kitchens, peer navigators/mentorships)
- projects that take place primarily outside of BC
- an organization's core operational expenses (including its cost to fundraise), unless the systems change work is its core operations
- project expenses that have been incurred prior to the application date or that we feel should be covered by other funding sources
- event sponsorships (unless part of a broader systems change project)
- bridge funding, debt retirement, reserves, or mortgage pay-downs
- endowment matching grants

- capital and public infrastructure projects (e.g. libraries, schools, health care facilities)
- travel to and/or attendance at conferences, competitions, symposia or annual events (unless part of a broader systems change project)
- bursaries, scholarships and awards (unless part of a broader systems change project)

Still not sure if you should apply? We're here to help.

Vancouver Foundation has staff available to help you see your work through a systems change lens, and to help you to decide if it's the right time to apply to one of our grant programs.

Our staff hold workshops across British Columbia that you can attend, and they're also available for one-to-one consultations to discuss your ideas and to help you think about how best to develop your project proposal.

SYSTEMS CHANGE GRANTS: PROGRAM OVERVIEW

In these guidelines, we review some background information that may help you complete the grant application. We outline the different types of grants available, the eligibility requirements, and the application process – including the application questions.

Please read carefully: the questions we ask in our application form may be different from what you're accustomed to seeing in other grant applications.

Social innovation and systems change

Systems change requires rethinking and adjusting how we do things. Social innovations are one of the tools to create systems change. In this section, we explain how we use these terms in our Systems Change Grants Program, and give some examples of previously funded projects.

A social innovation is a project, process, or program that has the potential to influence societal, environmental or cultural systems. Social innovation tends to disrupt existing systems and challenge the status quo. The change that happens through a social innovation can be in what we believe or how we behave. The transformation can happen within our institutions, social structures, policies and laws. The impact of a social innovation benefits society as a whole, rather than individuals or groups. Social innovations can also draw on or adapt traditional Indigenous or other cultural knowledge and practices to influence a current situation.[2]

If you want to learn more, this video offers a helpful overview of the concept of social innovation: http://sigknowledgehub.com[3]

EXAMPLE: Reconnecting to Laxgalts'ap (Old Town)
The Gitga'at's traditional way of life is threatened by competing interests for natural resources, and the challenge of transferring knowledge between generations. Careful exploration, documentation, and sharing of cultural and ecological knowledge provide a way to engage Gitga'at youth and demonstrate a long history of resource management traditions to people outside the community. From a social innovation lens, this project draws on traditional Indigenous knowledge and disrupts the status quo by using that knowledge in new ways to monitor and protect the land.

Social innovation doesn't necessarily mean that you invent an approach that no one has ever done before. It could mean adapting a successful approach to your local context. For example, supervised drug injection sites were operating successfully in Europe before Insite[4] opened in Vancouver's Downtown Eastside in 2003. Or, it could mean adapting a local approach to make change on a broader level.

[2] https://uwaterloo.ca/waterloo-institute-for-social-innovation-and-resilience/research/indigenous-innovation

[3] https://player.vimeo.com/video/60114688

[4] https://en.wikipedia.org/wiki/Insite

EXAMPLE: Out in Schools

Despite Canada's reputation as a champion of equal rights, many LGBT2Q+ individuals still face significant challenges within the education system. What began as a series of ground-up presentations to address this has evolved into a campaign to effect province-wide policy change and foster broad commitment to gender and sexual diversity. From a social innovation lens, this project influenced behaviours and beliefs within the education system and ultimately led to policy changes that required all BC schools to have codes of conduct prohibiting discrimination based on gender identity and sexual orientation.

Whatever the approach, creating an effective social innovation means thinking at a systems level. Below, we explain what we mean by systems thinking.

Systems thinking in social innovation

Systems thinking takes a step back from the immediate consequences of a social issue and looks at the bigger picture. Systems thinking is a way to approach complex issues by recognizing how the system works to create the results you're seeing. Understanding that bigger picture is the first step to creating lasting change.

Engaging in systems thinking means giving yourself permission to create some time and space to lift your gaze above the immediate challenges that your constituents face, to look around and see the broader context that these challenges derive from.

Systems thinking is not linear. Systems are often interconnected, and involve relationships among players at different levels and in different sectors. Those relationships are often complex. Systems thinking takes a historical perspective to examine the patterns, behaviours, attitudes, and policies that created a complex issue and are holding it in place.

In a systems thinking approach, you start with the assumption that the system you're working within is intentionally designed to get the results it's getting[5]. It's achieving those results (no matter how absurd or unfair they may be) because of the choices of stakeholders within and outside the system. Even with the best intentions, complex systems can have unintended consequences—for example, because sectors aren't connected.

EXAMPLE: Beyond the Margins

The policies to support sex workers across health authorities, police, municipalities and service providers are inconsistent. By developing a coherent regional and provincial approach, a stronger and more reliable system will respect sex workers' safety, dignity, and well-being.

[5] "Systems Thinking for Social Change: Making an Explicit Choice (Book Excerpt)" by David Peter Stroh http://www.appliedsystemsthinking.com/supporting_documents/Leveraging_SocialChange.pdf

The questions we've listed below are examples of systems thinking. They're meant to help you consider a problem from a systems perspective – by asking yourself how the system works to create the results you're seeing.

These aren't the exact questions we ask in our application, but they should give you a good idea of the approach that we're asking you to take.

Systems thinking questions

Asking the following types of questions helps you to understand why systems stay stuck in place. These questions help you to identify ways and places to intervene in the system that can create lasting change.

- Why hasn't the complex issue been addressed already?
- How did we get here? What are the root causes of the issue?
- Why does the system operate this way? What societal benefit is it trying to generate?
- What are the unintended consequences of the way the system currently operates?
- What would be difficult or uncomfortable about changing the current system? What would we need to give up or trade off?
- Who are the players (stakeholders)?
- Who benefits from the current system (the status quo)?
- Who is disadvantaged, or is left out, in the current system?
- Who would be uncomfortable about changing the way we currently do things?

We want you to answer the questions we ask you in the application form from a systems perspective.

SYSTEMS CHANGE GRANTS: GRANT TYPES

Systems Change grants support projects that take action to address the root causes of pressing societal, environmental or cultural issues by influencing the behaviours of populations, organizations, and institutions.

We offer three different grant types to reflect the different stages of a systems change project: **Develop**, **Test**, and **Scale**. Each of these grant types is described in more detail in the following pages, and the full list of application questions for each grant type can be found later in the Application Guide section later on.

At a glance

	DEVELOP	TEST	SCALE
Purpose of grant	To generate ideas and a project plan for systems change	To test the influence of a systems change project	To extend the influence of an existing systems change project
Maximum funding available	Up to $10,000 for process, plus up to an additional $10,000 for participation	Up to $100,000 per year	Up to $100,000 per year
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Frequency	Submit at any time	Submit during either the spring or fall grants cycle	Submit during either the spring or fall grants cycle

Develop grants

Develop grants are short-term grants to help teams generate ideas and a project plan for systems change that can be submitted to funders.

Develop grants:

- Allow teams to generate ideas, and to test those ideas with key stakeholders.
- Support teams who have an idea of what might need to be done to address a pressing issue, but do not have a project plan in place yet.

- Allow teams to gather information, meet with key stakeholders to learn more about the system and issue, and begin to form a project plan.
- Support the capacity of an existing or expanding project team. If the project team has not yet fully formed, then the grant application must include the steps that will be taken to form a complete and appropriate team.
- Are intended to prepare applicants to apply for a Test grant or other funding in the future.

At the end of a Develop grant, teams are expected to have **a) identified behaviours that are holding a complex issue in place**, and **b) created a project plan to try to influence that issue at a systems level**.

Develop grants are a one-stage application. You submit a short, but complete application form, which includes a project summary and a budget (the steps and questions are detailed later in the Application Guide section later on).

You can apply for a Develop grant at any time. You will have a decision about your proposal at the end of the month after you submit your application. (e.g. if you submit your proposal on February 15, you'll have a response by March 31.)

Test grants

Test grants are multi-year grants to help project teams test their influence on systems and learn what works.

Test grants:

- Support teams that have a clear project plan: timelines, activities, budget, partnerships, and evaluation that reflect the team's understanding of how they will try to influence the behaviours at the root of the complex issue.
- Recognize and respect the emergent nature of systems change work: a team's increased learning and understanding about new and unexpected opportunities or barriers once the work begins will likely lead to changes to the plan throughout the life of the grant.
- Encourage collaboration with other teams or sectors working towards the same outcomes.
- May help generate the evidence needed to approach sources of longer-term funding, if the initiative is meant to be ongoing.
- Are intended to promote reflection about processes and outcomes that can be used to expand the influence of the project in the future through a Scale grant.

Test grants are a two-stage application. You submit a Letter of Intent first, and then - if you're invited to proceed – you submit a Full Application. You can apply for a Test grant during either the spring or fall granting cycles. It usually takes us about five months from the LOI submission deadline to process applications through both stages.

Stage One: Letter of Intent (LOI)
We'll need a project overview, including information about the Applicant(s), the systems change project you're proposing, and a budget (the steps and questions are detailed in the Application Guide section later on). We'll review your LOI and then decide whether to invite you to submit a full proposal.

Stage Two: Full Application (by invitation only)
If you're invited to submit a full proposal, we'll ask for more details about your systems change project, a detailed timeline of activities, and some supplementary materials. We'll review your full proposal and decide whether to fund your project.

Scale grants

Scale grants are multi-year grants to help project teams extend the influence of an existing systems change project to a different scale within the system.

Scale grants:

- Support teams to implement their project in new locations or to new populations (scale out), in higher levels of a system (scale up), or to embed the work more firmly within the original system or institution (scale deep).
- Support scaling projects that have been proven to influence change at a specific systemic level, and that this change is now meaningful at a different level.
- Recognize and respect the emergent nature of scaling work: a team's increased learning and understanding about new and unexpected opportunities or barriers once the work begins will likely lead to changes to the plan throughout the life of the grant.
- Encourage collaboration with other teams or sectors working towards the same outcomes.

Scale grants are a two-stage application. You submit a Letter of Intent first, and then - if you're invited to proceed – you submit a Full Application. You can apply for a Scale grant during either the spring or fall granting cycles. It usually takes us about five months from the LOI submission deadline to process applications through both stages.

Stage One: Letter of Intent (LOI)
We'll need a project overview, including information about the Applicant(s), the systems change project you're proposing, and a budget (the steps and questions are detailed in the Application Guide section later on). We'll review your LOI and then decide whether to invite you to submit a full proposal.

Stage Two: Full Application (by invitation only)
If you're invited to submit a full proposal, we'll ask for more details about your systems change project, a detailed timeline of activities, and some supplementary materials. We'll review your full proposal and then decide whether to fund your project.

TIPS FOR A SUCCESSFUL GRANT APPLICATION

1. Complete the eligibility quiz

The quiz is available on our website.[6] It will help you to assess whether your organization is eligible to apply to Vancouver Foundation, and whether your project is likely to be funded.

2. Read through the Application Guide section before you start

Reading through the **Application Guide** will help you to choose which grant type you're ready to apply for, and to help prepare you to answer the questions we ask you in our application form. It may also help you get a sense of the amount of time the application is likely to take, and the type of information you'll need to have ready.

3. Talk to one of our Grant Managers

Our Grant Managers are available to help you think through your proposal. You can contact them to talk through your idea, to help understand how your project might fit within the different grant types, or to arrange for them to meet with your project team.

4. Be sure you're applying to the right program and grant type

Review the At a glance table for an overview of the different grant types. If you're not sure which grant type is right for you, then please contact one of our Grant Managers.

5. Paint a clear picture of your project

Tip: Make sure your systems change work is the focus of your narrative. An application that describes a systems change project that will also provide mentoring support to youth is a far more compelling proposal than an application that describes a youth mentoring program that will also try to influence systems change.

Our reviewers need a clear picture of what systemic change you're trying to influence so that they can decide whether your project should be recommended for funding. The more specific you can be about all aspects of the project (how you plan to influence change, and the resources you'll need to do this), the easier it will be for the reviewers to decide.

That means:

- you've clearly described the who, what, when, where, and how of your proposal
- your budget aligns with your project activities
- your project timeline is realistic, and aligns with your budget
- the proposal's narrative, budget and timeline all describe the same project, in a different way

Please review the Systems Thinking section earlier in this document to familiarize yourself with some questions that may help you to think through your approach to the application. If you have any questions, then please call one of our Grant Managers.

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[6] https://www.vancouverfoundation.ca/grants/systems-change-grants/eligibility-quiz

6. Be sure your organization is ready to take on a systems change project

Systems change requires an intentional investment of time and resources. Partnerships and activities might only proceed after months of development work and discussions. It's not something anyone can do well "off the side of their desk."

You may want to consult with your Board of Directors, staff, volunteers, donors or community members to ensure that if your proposal is funded, you and your team will be able to take on the new work and keep your other work going.

APPLICATION GUIDE

In this guide, we provide an overview of the application process for each type of Systems Change grant types: **Develop**, **Test** and **Scale**.

We list each of the questions you need to answer in your application, and provide more detail and prompts on how to answer them. We've also identified the questions that are specific to each of the grant types.

If your project does not involve influencing or changing the behaviours of populations, organizations, and institutions, but it does involve working directly with the community to learn more about the root causes of pressing issues impacting the health of communities, then you may want to consider our Participatory Action Research Grants Program instead.

You can find more information about our Participatory Action Research Grants Program on our website.[7]

General recommendations

We suggest you prepare a draft of your application using word processing software; likewise, we suggest you draft your project budget using spreadsheet software. Preparing your application in this way will allow you to write, revise, and save your work in stages and then, once you've checked your character counts, you can copy and paste everything into the online system.

Your project application will be assessed by knowledgeable staff and volunteer advisors, many of whom have extensive knowledge and experience related to community-led systems change. Although you can assume a fairly high level of technical knowledge, please write in plain English and avoid unnecessary jargon or acronyms.

By submitting an application, you consent to Vancouver Foundation sharing information about the application and/or your organization with our staff, donors, advisors, and community partners.

If you have any questions about the application process, please call one of our Grant Managers at 604.688.2204.

Logging into our online portal

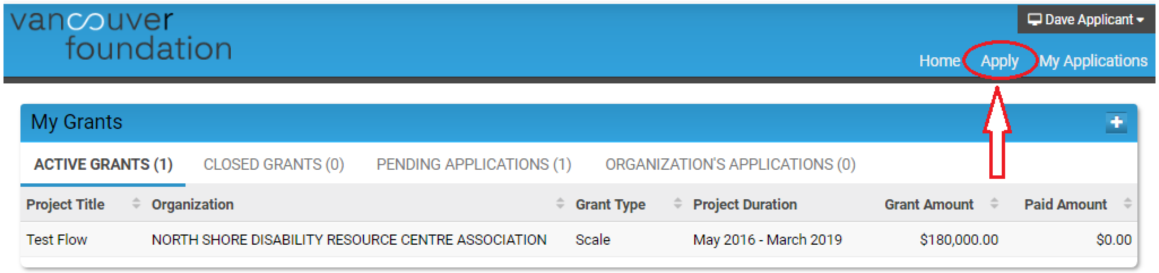
Click on the link to our online application system from the Systems Change Grants Program web page.[8]

Click "Register Here" if it's your first time at the site, or enter your email and password if you're returning to the site.

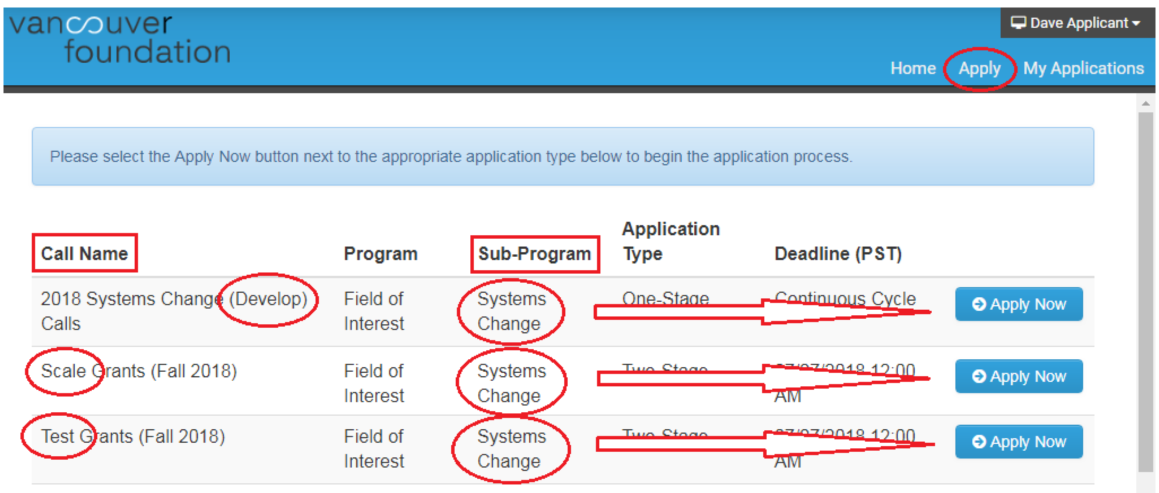
[7] https://www.vancouverfoundation.ca/grants/participatory-action-research-grants
[8] https://www.vancouverfoundation.ca/grants/systems-change-grants

Starting a new application

Once you're logged in to the "Home" screen, choose "Apply" from menu items.

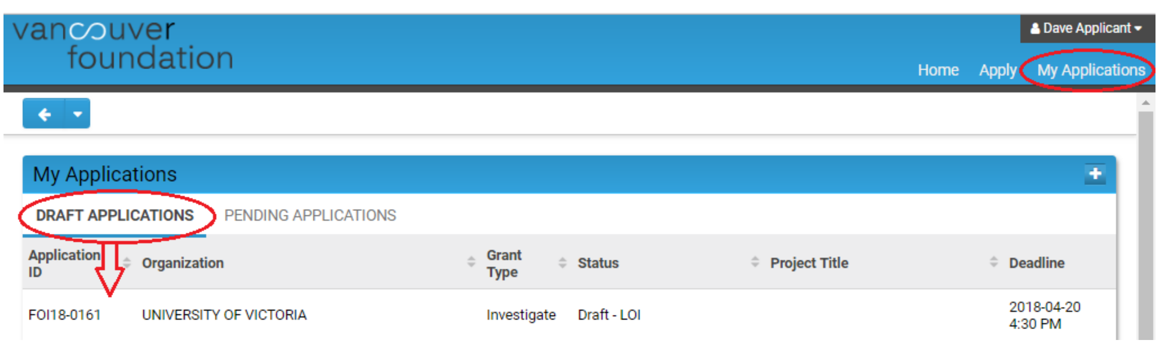


From the list of open grant calls, select either the Develop, Test, or Scale grant types and then select 'Apply Now'.



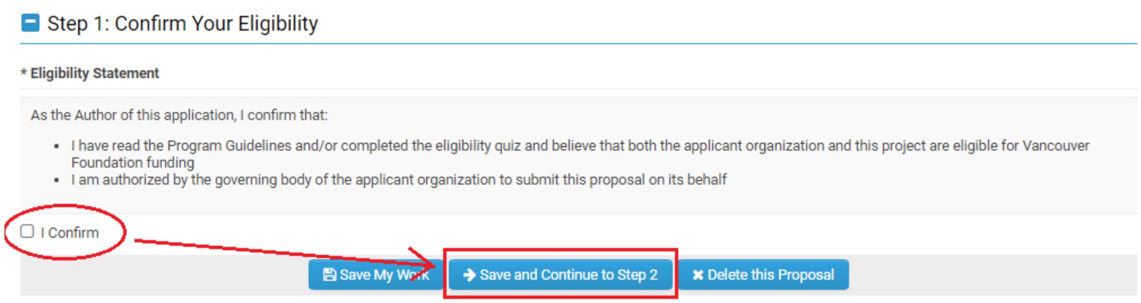
You're now working within the application form. You can save your work in progress at any time by selecting the "Save My Work" button at the bottom of the screen.

This will also allow you to exit the application form. When you return, you can find your draft application by navigating to the "My Applications" menu item from the "Home" screen and then selecting the application you want to return to from the list.



Step 1: Confirm your eligibility

Review the eligibility statement and then tick the checkbox of the "I Confirm" statement. Click the "Save and Continue to Step 2" button to continue to the next section.

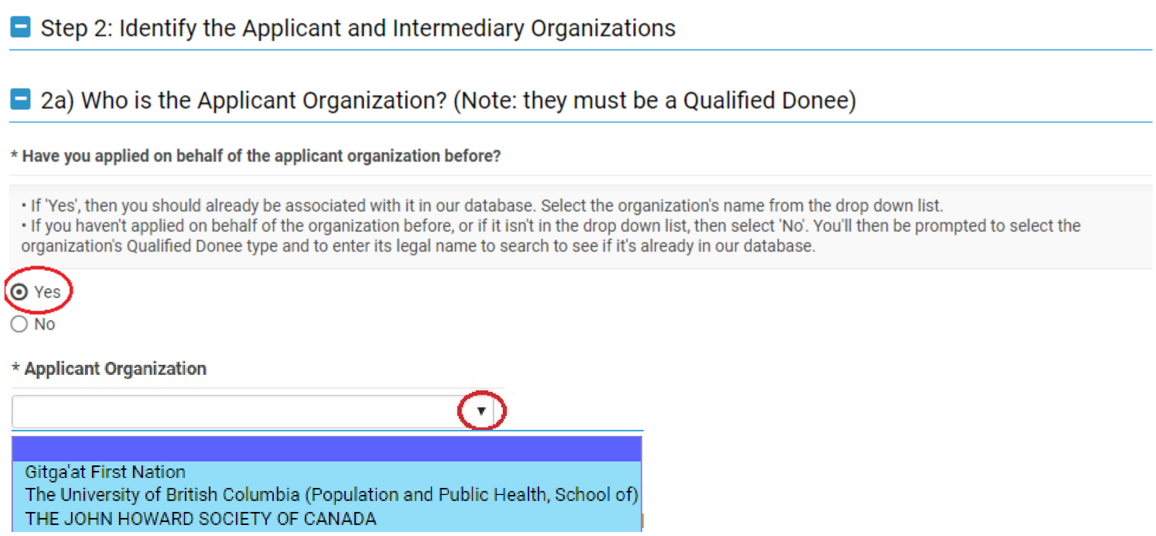


Step 2: Identify the Applicant and Intermediary organizations

Any organization in the partnership can be the lead applicant, as long as it's [a qualified donee listed by the Canada Revenue Agency.](https://www.canada.ca/en/revenue-agency/services/charities-giving/list-charities/list-charities-other-qualified-donees.html)[9]

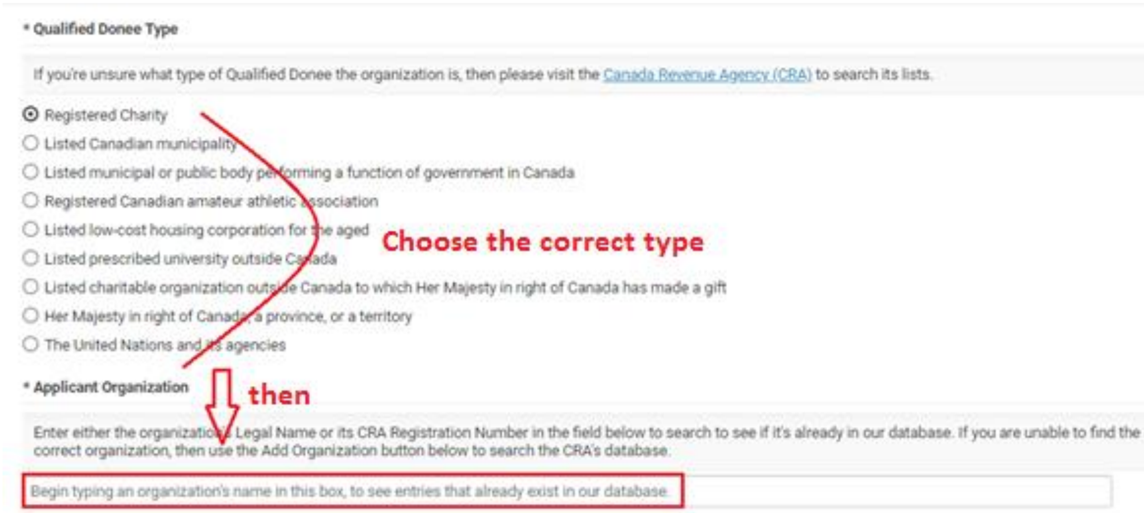
2(a): Identify the Applicant Organization

If you've applied on behalf of the organization before, then you may already be associated with it in our database. Select the organization's name from the drop-down list.



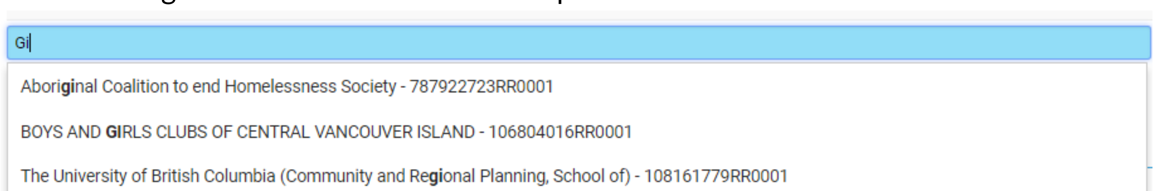
[9] https://www.canada.ca/en/revenue-agency/services/charities-giving/list-charities/list-charities-other-qualified-donees.html

If you haven't applied on behalf of the organization before, or if it isn't in the drop-down list, then select “No”. You'll then be prompted to select the organization's Qualified Donee Type and to enter its legal name to search to see if it's already in our database.



Begin typing the applicant organization’s legal name or its CRA Registration Number (if it has one). As you type more letters, the entries in our database that contain these letters are displayed.

Select the organization's name from the drop-down list.



If you are unable to find the correct organization in our database, then use the “Add Organization” button to search the CRA's database for a registered charity, or contact us to add an organization for you if it’s another type of qualified donee.

Before you contact us, please visit the CRA's listings[10] to verify that the organization is included on the CRA's list.

Step 2b) Identify the Intermediary Organization (if there is one)

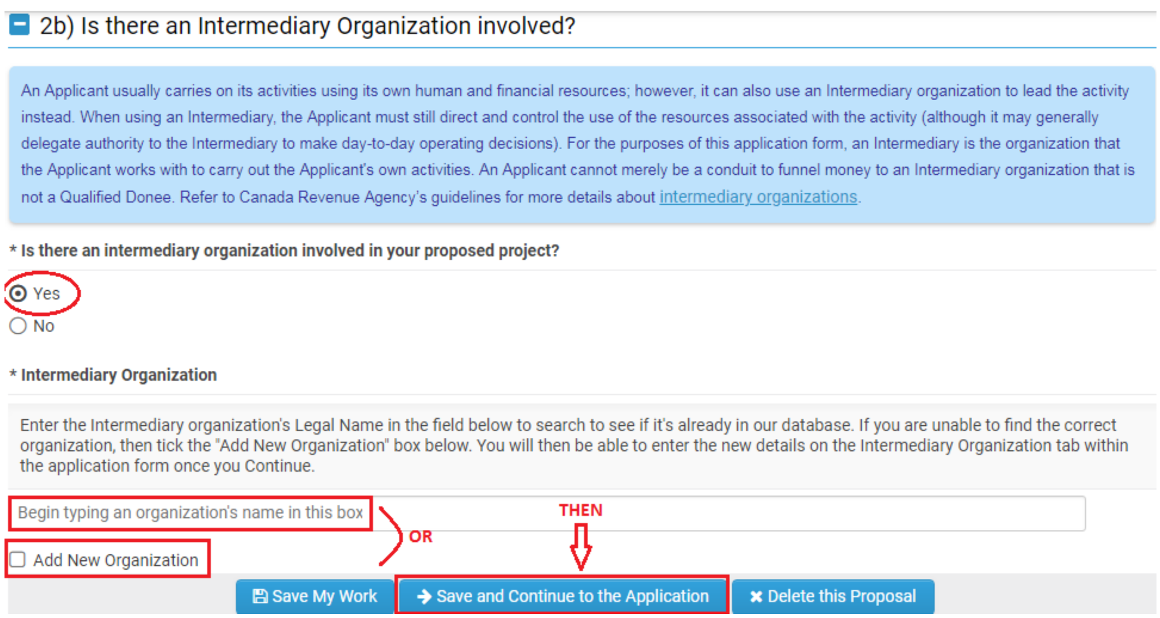
A qualified donee usually carries on its activities using its staff (including volunteers, directors, or employees), or through an intermediary (for example, an agent or a contractor). However, when using an intermediary, the qualified donee must still direct and control the use of its resources, although it may generally delegate authority to the intermediary to make day-to-day operating decisions.

[10] https://www.canada.ca/en/revenue-agency/services/charities-giving/list-charities/list-charities-other-qualified-donees.html

A qualified donee cannot merely be a conduit to funnel money to an organization that is not a qualified donee.[11]

- If no Intermediary is involved in the project, then select "No". Click on the "Save and Continue to the Application" button to continue into the main application form.
- If there is an Intermediary, then select "Yes" and begin typing its name in the text box to see if it's already in our database. If it's not, then select "Add New Organization". (Make sure that the text selection box above the Add New Organization checkbox is empty if you're adding a new organization.)

  Click on the "Save and Continue to the Application" button to continue into the main application form – you'll be able to enter the details for the Intermediary Organization there.

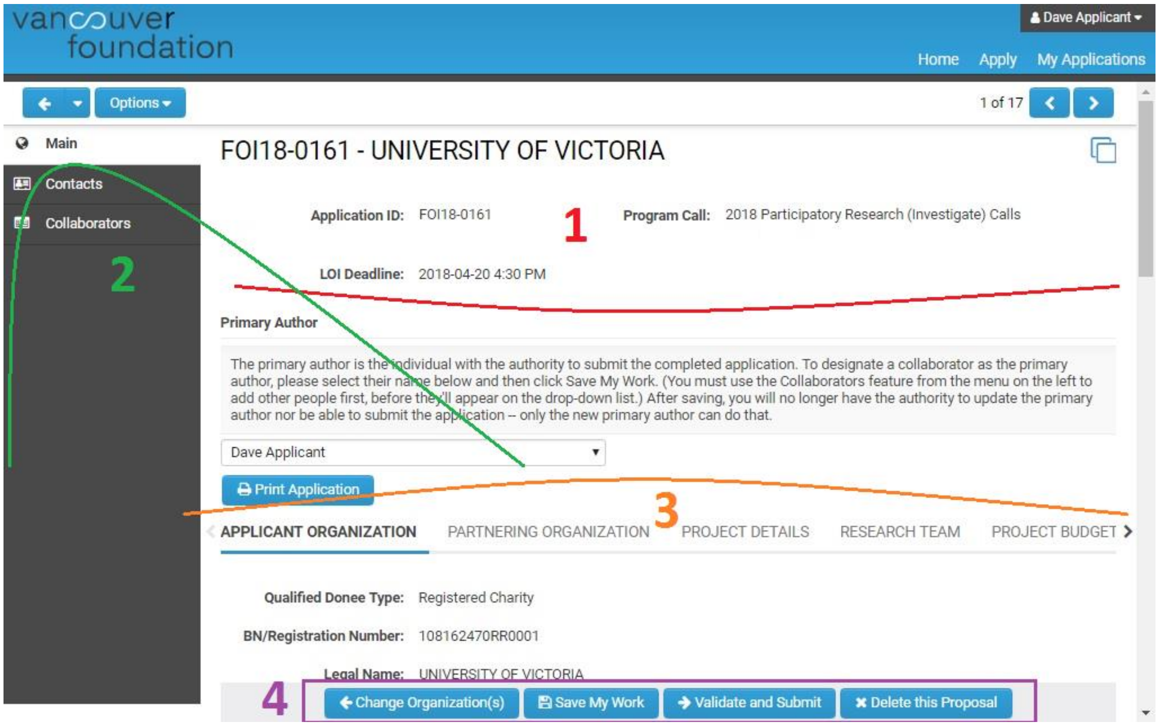


[11] https://www.canada.ca/en/revenue-agency/services/charities-giving/charities/policies-guidance/using-intermediary-carry-a-charitys-activities-within-canada.html

Navigating the online application

Whenever you open an application from the "Home" screen, you will see the main portion of the application form.

This is where you enter and confirm the content of your application.



1) Basic Information

This section of the screen displays the basic information about your application, such as the application ID number, the applicant, the granting program that the proposal is applying to and the application deadline. More information is added to the section as you proceed in the process and save your work (such as the project's title).

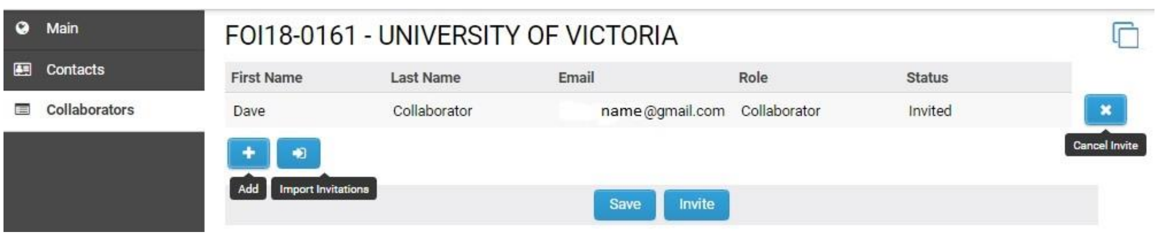
2) Primary Author, Collaborators and Contacts

These sections display the names of the people associated with the application.

(a) The Primary Author is the person who started the application, or is the person that the application has been transferred to. For example, a Development Manager may begin the proposal and then transfer the Author role to the Project Contact once the process is further along. Only people listed as Collaborators can have the application transferred to them.

(b) Collaborators are people who work with the Primary Author to fill out and complete the application form. You can add as many collaborators as you like; however, only one person can edit an application (and save their work) at a time. The system will alert you if someone else is working in the application at the same time as you.

- To add a new collaborator, click on the “Collaborator” menu item near the top left-hand side of the page.
- Enter the name and email address of the person you want to invite and then click “Invite”. The person will then receive an email with a link to accept or decline the invitation. ***Tip:*** Ask them to check their junk mail folder if they don’t receive an email.
- Use the “Add” or “Cancel” buttons to add or remove people from your list.
- Click on the “Main” menu item in the top left corner to return to your application.



(c) Contacts are people who have different roles associated with the application. For example, the Project Contacts for the Applicant and Intermediary organizations will be listed here, as will the Signing Authority if the application is approved.

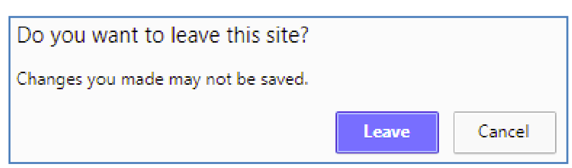
The Vancouver Foundation staff person assigned to the application will also be listed here. Contacts are added to the list as the application moves through the submission and review process. You are not able to add or remove contacts directly.

3) Section Tabs

This area contains the tabs for each of the narrative sections within the application form. You can simply click on the name of the tab to move from one section to another. You can also click on the **<** or **>** arrows at the beginning and/or the end of the row of tabs to move farther along the sections.

Although you don’t need to select “Save My Work” before moving to a new tab, you will want to save often if you’re jumping back and forth between sections as you complete the application.

The system will alert you at the top of the browser if you have any unsaved entries when you’re about to exit the system.



4) Action Buttons

Use the following buttons for specific actions related to your application.

Change Organization(s)

Allows you to revisit the pages where you identified the Applicant and Intermediary organizations, if you wish to make a change before you submit the application.

Save My Work

Allows you to save your work in progress, so that you can leave and come back to your application in the future. ***Tip: use this button frequently as you progress through the application!***

Validate and Submit

Performs a final validation of your application form before it is submitted. This action will check to see that all the mandatory fields are filled out and that your budget is balanced.

A list of errors will appear at the top of the screen if there are any. Click on each item in the list to be taken to the area in the application form where the error occurs.

Please correct the following errors and try again.

- Required Updates cannot be empty.
- Who is the Project Contact at the Applicant Organization? cannot be empty.
- Is the Executive Director/President/CEO information above accurate? cannot be empty.
- Confirmation of Executive Director/President/CEO's signing authority cannot be empty.

Delete this Proposal

This button will delete your application and it will disappear from the list in your My Applications portal. ***Use this action carefully!***

Please contact us if you unintentionally delete your application, as we may be able to retrieve it for you. You will receive a warning screen asking you if you really want to perform this action, before the record is deleted.

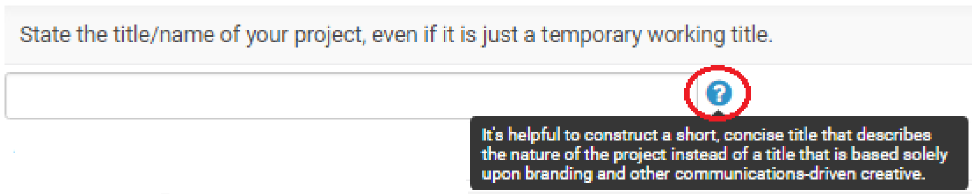
Other navigation tips

(a) An asterisk indicates required information.

*Project Title

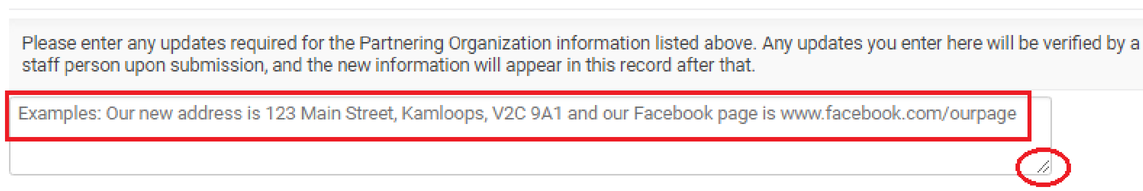
(b) Press the 'Save My Work' button if it looks like there is something missing or if a logical next step isn't appearing.

(c) Clicking on any question mark symbol will reveal extra content that will help to explain the intent of the question, or will provide additional instruction on how to complete the question accurately or to perform an action correctly.

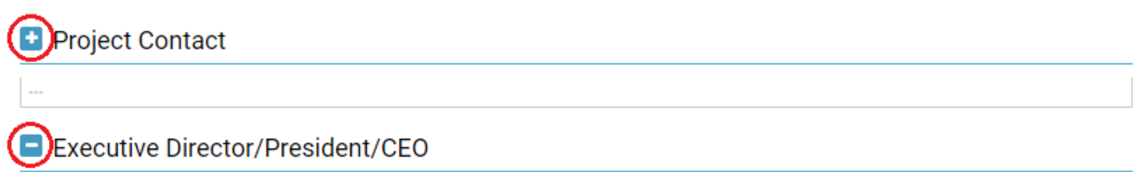


(d) Some fields in the form have text pre-entered into them. This information is there to provide additional clarity or guidance and will disappear once you begin typing into the field.

(e) You can expand the size of some text fields by grabbing and dragging the bottom right-hand corner.



(f) You can expand or collapse some sections of the application form by clicking on the **+** or **–** icons in the title bar.

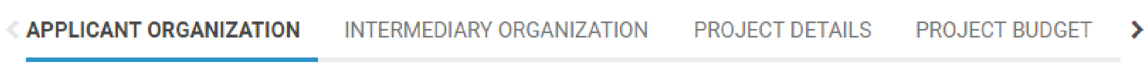


(g) Pressing some buttons (such as “Enter Budget”) opens a new window in your web browser. The main application window will remain open, but may appear hidden.

You may need to switch between windows, tabs, or applications (Alt-Tab in Windows, Command-Tab for Mac) in order to return to the main application.

Applicant Organization – all grant types

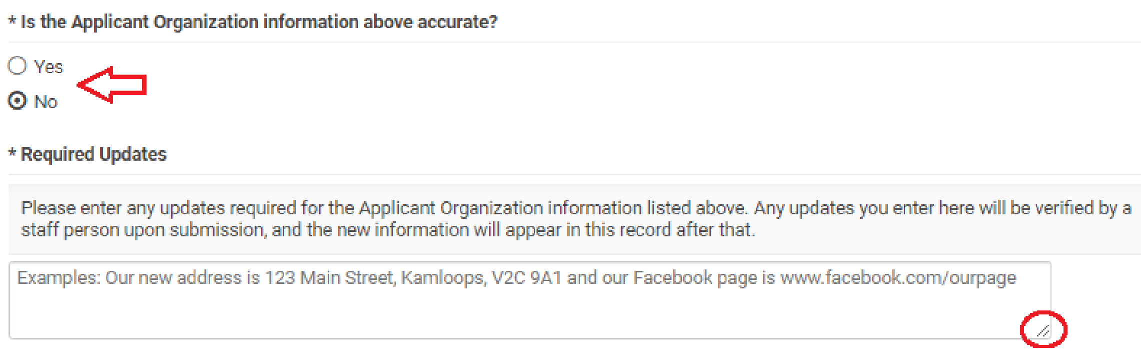
There are four subsections to complete in order to verify the Applicant Organization's details. Click on the **+** or **–** icons to expand or collapse each subsection.



(1) Applicant Organization Details

The details related to the Applicant Organization are displayed in this section, and are pre-populated from the information already in our system or from information inherited from the Canada Revenue Agency's listing you selected previously.

Please review and confirm whether the information is correct. If any of the information is missing or is incorrect, then please select "No" and type the correct information into the "Required Updates" text field. If you need to type in a lot of changes, you can resize the text field by holding and dragging the bottom right-hand corner.



(2) Project Contact

Use the drop-down list to identify the Project Contact at the Applicant Organization. The Project Contact MUST be a representative of the Applicant Organization, and should be able to speak, in detail, to the project's objectives and budget, and to serve as the main contact for Vancouver Foundation.

If the correct Project Contact is not listed in the drop-down, then use the "Add Project Contact" button to submit a new contact. A new window will open where you can add and submit the details. After you submit, the new window will disappear. Click the "Save My Work" button at the bottom of the main application page. The person you just added should now appear in the Project Contact drop-down list. Select the person.

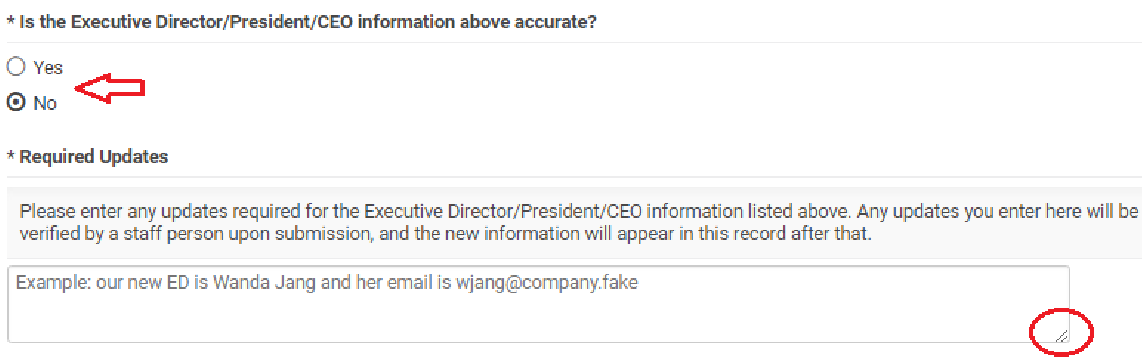
Note: The Project Contact's email address will be used for all correspondence related to this application.

(3) Executive Director/President/CEO

The details related to the Executive Director/President/CEO are displayed in this section, and are pre-populated from the information already in our system or from information inherited from the Canada Revenue Agency's listing you selected previously.

Please review and confirm whether the information is correct. If any of the information is missing or is incorrect, then please select "No" and type the correct information into the "Required Updates" text field. If you need to type in a lot of changes, you can resize the text field by holding and dragging the bottom right-hand corner.

Please double-check that the Executive Director/President/CEO's email address is correct. If this application is awarded a grant, then information related to the award will be sent to the email address listed.



Will the Executive Director/President/CEO listed act as the Signatory to accept the legal and financial responsibilities associated with this grant? Select "Yes" is she or he will. If someone other than the Executive Director/President/CEO will authorize this grant, then select "No" and enter the details for this person in the Signatory section that follows.

(4) Signatory

If the Executive Director/President/CEO listed will not act as the Signatory, then enter the information for a senior staff person at the Applicant Organization who has the authority to accept the conditions associated with this grant in writing. This person is commonly a Vice-President or Department Head. For organizations that are volunteer-operated, please enter the Board Chair/President instead.

Please make sure that the email address is entered correctly. If this application is awarded a grant, then the electronic signature notification for the Grant Agreement will be sent to this email address. Requests for electronic signature cannot be forwarded to another individual, and only the owner of the email address listed can electronically sign the Grant Agreement.

Note: The Signatory information section will be updated with the new information you provide once your application is submitted.

Intermediary Organization – IF APPLICABLE – all grant types

There are four subsections to complete in order to verify the Intermediary Organization's details. Click on the **+** or **–** icons to expand or collapse each subsection.

(1) Intermediary Organization Details

The details related to the Intermediary Organization are displayed in this section, and are pre-populated from the information already in our system. Please review and confirm whether the information is correct. If any of the information is missing or is incorrect, then please select "No" and type the correct information into the "Required Updates" text field. If you need to type in a lot of changes, then resize the text field by holding and dragging the bottom right-hand corner.

If you selected the "Add New Organization" option during the Intermediary Organization identification process (see Step 2b: Identify the Intermediary Organization for more details), you will instead be presented with a list of fields to fill in. The mandatory requirements are indicated with an asterisk.

- Operating Name (if different from the Legal Name) – complete this if the Intermediary Organization's operating name is different from its legal name (e.g. "The West Coast Women's Resources Society" is the registered name, while "Birch Transition House" is the name that the organization commonly uses).
- Profile or Purpose Statement – please briefly summarize the main purpose and/or mission of the Intermediary Organization.

  EXAMPLE:
  Founded in 1958, the purpose of the Youth2Youth Society is to advocate for the safety and well-being of youth between 16 to 25 years of age, by providing supported housing and employment options.

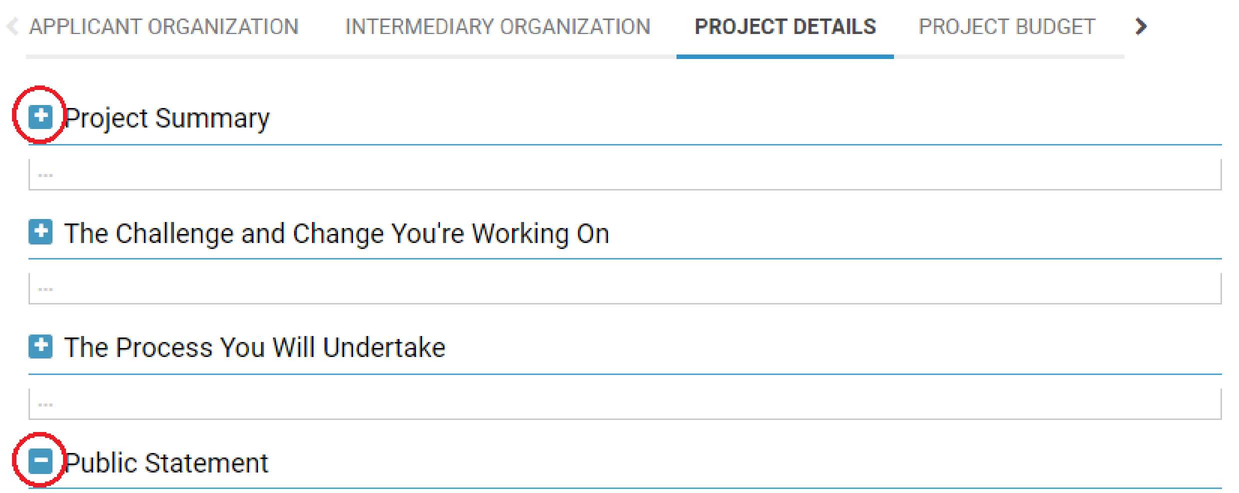
(2) Project Contact

Use the drop-down list to identify the Project Contact at the Intermediary Organization. The Project Contact MUST be a representative of the Intermediary Organization, and should be able to speak, in detail, to the project's objectives and budget, and to serve as the main contact for Vancouver Foundation.

If the correct Project Contact is not listed in the drop-down below, then use the "Add Project Contact" button to submit a new contact. A new window will open where you can add and submit the details. After you submit, the new window will disappear. Click the "Save My Work" button at the bottom of the main application page. The person you just added should now appear in the Project Contact drop-down list. Select the person.

Project Details – Develop grants

There are four subsections to complete in order to describe your project's details. Click on the **+** or **–** icons to expand or collapse each subsection.



(1) Project Summary

(a) State the title/name of your project, even if it's just a temporary working title.

(b) Indicate the anticipated start and end dates (month/year) for your project.

Vancouver Foundation will consider applications for projects that are already running, provided that the request does not include expenses that have been, will be or should be paid through other funding. Vancouver Foundation does not provide bridge funding to sustain projects between grants. Project start and end dates should cover the period for which funding is being requested from Vancouver Foundation. Submitting an application for a project that is already running does not increase the likelihood that it will be funded.

(2) Questions about the Challenge and Change You're Working On

(a) Systemic Issues and Root Causes (3,000 characters)

What is the pressing issue you're trying to address? What systemic behaviours, attitudes, resource flows, and/or policies have you identified that are holding the issue in place?

Describe the issue at the heart of your proposal. When you step back and look at the big picture, what do you see happening and how did we get here? Why are the outcomes showing up in the way that they are? How are systems-level beliefs, behaviours, resource flows and/or policies being expressed and contributing to the pressing issue? When you peel back the layers behind this issue, where does it stay stuck?

(b) Systemic Change (1,500 characters)

Why will developing a plan to address this issue be meaningful? How do you foresee the community being able to influence or change the systemic behaviours behind the issue?

What ideas do you have about getting this issue unstuck? Where do you see the potential for disruption or change within the system? What is the potential for that change to be lasting, as opposed to a quick fix? Why will that change be transformative and meaningful? In what ways do you see the system being ready for the kind of change you're thinking about? For example, what kind of community support already exists for change?

(3) Questions about the Process You Will Undertake to Develop an Action Plan

(a) Process (3,000 characters)

Where are you currently in the design and development process? What have you done to move your ideas forward, and what activities do you still need to do?

Describe the process that you will undertake to create a viable plan to address the pressing issue and systemic behaviours you've identified. Tell us what you would like to do to transition your idea into reality. How will you monitor and assess your progress as you're developing your project? How will you know if the actions you come up with are viable?

(b) Collaboration (1,500 characters)

Who are you currently partnering with? Who else do you intend to include in the development process? How are people affected by the issue involved?

How has the community's experience contributed to identifying the potential actions to take? Are there any system insiders involved? What roles will people who are affected by the issue have within the project, and what kind of influence will their involvement have?

(4) Public Statement

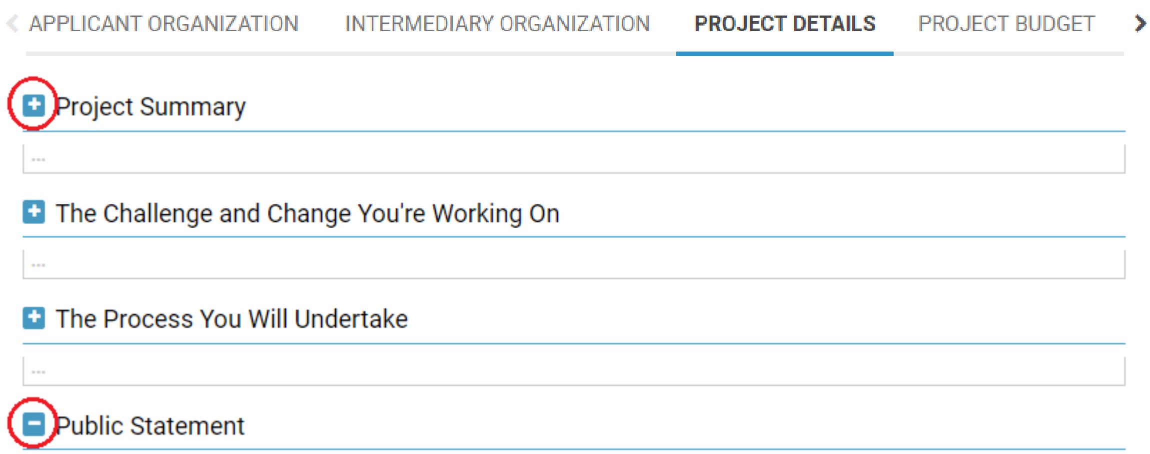
Vancouver Foundation shares excerpts from approved grants on our website and with our donors and Board of Directors. We might also share your proposal with other funders or external reviewers that we think may have valuable insight into your work (such as your local community foundation). Many people do not have a background in your area of expertise and so please use plain, compelling language (avoiding jargon) to write a paragraph that answers the following questions.

(a) Project Description (700 characters)

What is the pressing issue that your project is trying to address? Why is addressing this meaningful? How will your Develop process lead to a fully formed and viable project plan?

Project Details – Test grants

There are four subsections to complete in order to describe your project's details. Click on the **+** or **–** icons to expand or collapse each subsection.



(1) Project Summary

(a) State the title/name of your project, even if it is just a temporary working title.

(b) Indicate the anticipated start and end dates (month/year) for your project.

Vancouver Foundation will consider applications for projects that are already running, provided that the request does not include expenses that have been, will be or should be paid through other funding. Vancouver Foundation does not provide bridge funding to sustain projects between grants. Project start and end dates should cover the period for which funding is being requested from Vancouver Foundation. Submitting an application for a project that is already running does not increase the likelihood that it will be funded.

(2) Questions about the Challenge and Change You're Working On

(a) Systemic Issues and Root Causes (3,000 characters)

What is the pressing issue you're trying to address? What systemic behaviours, attitudes, resource flows, and/or policies have you identified that are holding the issue in place?

Describe the issue at the heart of your proposal. When you step back and look at the big picture, what do you see happening and how did we get here? Why are the outcomes showing up in the way that they are? How are systems-level beliefs, behaviours, resource flows and/or policies being expressed and contributing to the pressing issue? When you peel back the layers behind this issue, where does it stay stuck?

(b) Research and Evidence (1,500 characters)

What research or other evidence are you using to inform your plan to influence systems change?

To what extent has influencing change to this issue been explored already? How might your initiative differ from or build upon other work related to this issue (or other similar systems change efforts related to a different issue)? The evidence could be formal research, statistics, white papers, information gathered through community networks or peer groups, knowledge of similar projects or work in a similar system, and so on.

(c) Anticipated Outcomes (3,000 characters)

What are your anticipated outcomes for the project (short, medium, and long term)? How will this change be transformative and meaningful?

What changes to the system's rules, relationships and values do you expect to trigger as a result of this project? Define the overall goal(s) and specific objectives of the project. Keep in mind that goals tend to be longer-view. Your project probably won't achieve the goal(s) on its own. Objectives are more sharply focused, and short- or medium-term. They describe realistic and specific expectations of what you plan to achieve.

(d) Readiness (1,500 characters) – **asked at stage 2**

Why do you believe there is readiness for change right now? How is the system/policy environment receptive to your social innovation?

In what ways do you see the system being ready for the kind of change you're planning? For example, what kind of community support already exists for change? Tell us about the capacity of the current system to adapt to your social innovation and to allow for the intervention to shift the system's behavior. Describe the actions that you have taken to decide whether the system is ready for your intervention and is willing to accept it, in part or whole.

(3) Questions about the Process You Will Undertake to Test Your Influence

(a) Process (3,000 characters)

How do you plan to influence or change the system?

Provide an overview of your project. What is your plan to get this pressing issue unstuck? First, describe the system that this issue exists within. How does the system work: what are the key elements, how do they interact, and how do they produce the results you're seeing within the system? Where do you plan to intervene to create change within the system? Why are you taking that approach, as opposed to intervening at another point in the system? What is the potential for the change to be lasting, as opposed to being a quick fix?

(b) Risks (1,500 characters) – **asked at stage 2**

Systems change is inherently risky. What are the risks associated with this project? What processes will you put into place to recognize and respond to these risks?

Tell us about some of the potential risks that you might experience as a result of your actions. Describe how you might respond to them and use this learning to adapt your social innovation.

(c) Collaboration (1,500 characters)

Who are you currently partnering with? Who else do you intend to include in the development process? How are people affected by the issue involved?

List your community and cross-sector partners and describe the extent to which you are collaborating with them on this specific project. Indicate whether these collaborations are confirmed or still in development. Describe how people in the community who are affected by the issue are involved in the project, and their specific roles at various stages within the project. Be as specific as possible. Finally, describe the nature and origins of the relationship between the Applicant and Intermediary organizations, if an Intermediary is involved.

(d) Monitoring and Evaluation (1,500 characters) – **asked at stage 2**

How will you assess your progress towards the anticipated outcomes? How will you incorporate what you are learning into the ongoing development of the project?

Describe, in detail, how you intend to evaluate the progress and outcomes of your project. How will you know whether you're successful? How will you reflect on what you're learning and incorporate it into the ongoing development of the project? Are you planning to conduct a formal evaluation? What evaluation tools will you use? (e.g. pre-and post-participant surveys or feedback forms, anecdotal information from participants, record of participation, etc.)

(e) Shared Learning and Knowledge Exchange (1,500 characters) – **asked at stage 2**

How will the knowledge generated by this project be shared with others?

Describe your knowledge exchange plan including presentations and publications, as well as reporting to partners and community. Be specific. For example, if you plan to share results at a conference, please indicate the name of the conference and when it will take place; if it is a community dialogue, then how often will it occur, and who is the target audience?

(f) Sustainability (1,500 characters) – **asked at stage 2**

If funding is awarded, how will you continue the work of this project once the grant ends?

If you think the project will continue past the duration of the funding requested, then tell us how your organization will continue to support it in future years.

(4) Public Statement

Vancouver Foundation shares excerpts from approved grants on our website and with our donors and Board of Directors. We might also share your proposal with other funders or external reviewers that we think may have valuable insight into your work (such as your local community foundation).

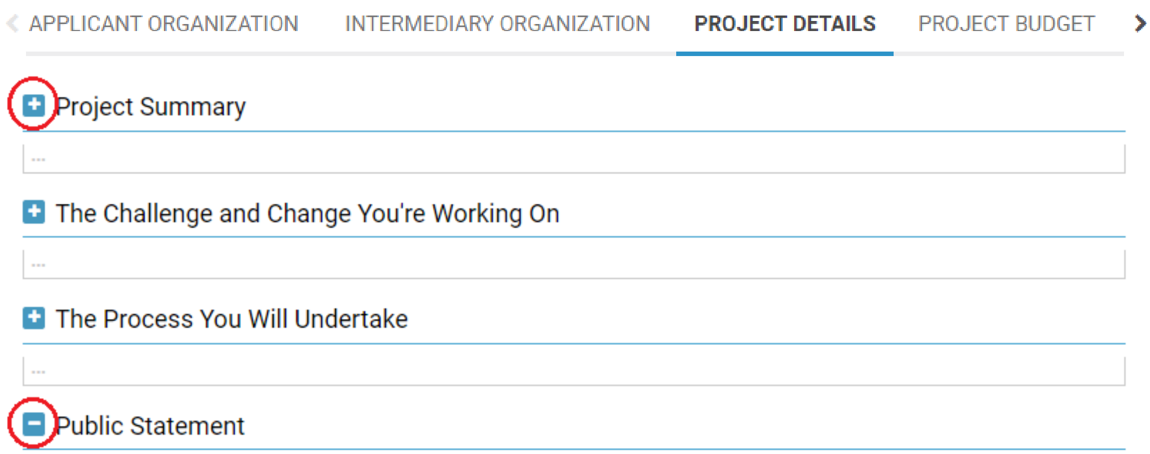
Many people do not have a background in your area of expertise and so please use plain, compelling language (avoiding jargon) to write a paragraph that answers the following questions.

(a) Project Description (700 characters)

What is the pressing issue that your project is trying to address? Why is addressing this meaningful? How will you influence or change the systemic behaviours behind this issue?

Project Details – Scale grants

There are four subsections to complete in order to describe your project's details. Click on the **+** or **–** icons to expand or collapse each subsection.



(1) Project Summary

(a) State the title/name of your project, even if it is just a temporary working title.

(b) Indicate the anticipated start and end dates (month/year) for your project.

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(2) Questions about the Challenge and Change You're Working On

(a) Systemic Issues and Root Causes (3,000 characters)

What is the pressing issue you're trying to address? What systemic behaviours, attitudes, resource flows, and/or policies have you identified that are holding the issue in place?

Describe the issue at the heart of your proposal. When you step back and look at the big picture, what do you see happening and how did we get here? Why are the outcomes showing up in the way that they are? How are systems-level beliefs, behaviours, resource flows and/or policies being expressed and contributing to the pressing issue? When you peel back the layers behind this issue, where does it stay stuck?

(b) Current Systems Change Work (1,500 characters)

Summarize your current social innovation. How long has this project been running? What impact has this project already had on the pressing issue(s) you described above?

Provide a concise summary of your current work. This should include how the systems change idea originated, the need for the project, the population you serve and the activities you're engaged in. Tell us about the durability of the current social innovation and what changes to the system have occurred since its introduction.

(c) Scaling the Social Innovation (1,500 characters)

At what scale has the current social innovation been operating? To what new level do you intend to scale this work (to new locations, to new institutional levels, more deeply within the current system)?

Tell us about the level of scale that you wish to adapt your current work towards. Think about the four levels of scale: scaling out to new communities, scaling up to a different level of scale (network, group, organizational, and/or institutional), or scaling deep (further embedding a social innovation within its current level of scale). Where does your current and proposed social innovation rest within these nested scales?

(d) Research and Evidence (1,500 characters)

What formal evaluation have you conducted to prove your current social innovation's effectiveness? Upload your evaluation report here. (5 MB maximum)

What outcomes has your current social innovation achieved or has been able to work towards? Upload a copy of your evaluation report. The evidence could be a formal program evaluation, statistics, white papers, information gathered through community networks or peer groups, knowledge of similar projects or work in a similar system, and so on.

(e) Anticipated Outcomes (3,000 characters)

What are your anticipated outcomes for the new systems change project (short, medium, and long term)? How will scaling create a greater response to the pressing issue you've identified?

Thinking about the system's behaviors, what influence are you striving to have at the new level of scale? What changes to the system's rules, relationships and values do you expect to trigger as a result of the new work? Define the overall goal(s) and specific objectives of the project. Keep in mind that goals tend to be longer-view. Your project probably won't achieve the goal(s) on its own. Objectives are more sharply focused, and short- or medium-term. They describe realistic and specific expectations of what you plan to achieve.

(f) Readiness (1,500 characters) – **asked at stage 2**

Why do you believe there is readiness for scaling the social innovation at this time? How is the system/policy environment open and receptive to your social innovation?

In what ways do you see the system being ready for the change in scale you're planning? For example, what kind of community support exists to scale? Tell us about the capacity of the current system to adapt to your new social innovation and to allow for the intervention to shift the system's behavior. Describe the actions that you have taken to decide whether the system is ready for your intervention and is willing to accept it, in part or whole. What else is happening at a broader societal scale that would make now the time to try to scale?

(3) Questions about the Process You Will Undertake to Scale Your Influence

(a) Process (3,000 characters)

How do you plan to scale your influence to a new level within the system?

Provide an overview of your project. What is your plan to get this pressing issue unstuck? First, describe the system that this issue exists within. How does the system work: what are the key elements, how do they interact, and how do they produce the results you're seeing within the system? Where do you plan to intervene to create change within the system? Why are you taking that approach, as opposed to intervening at another point in the system? What is the potential for that change to be lasting, as opposed to being a quick fix?

(b) Risks (1,500 characters) – **asked at stage 2**

Systems change is inherently risky. What are the risks associated with scaling your previous work? What processes will you put into place to recognize and respond to these risks? What new systemic challenges do you anticipate facing as you scale this work?

Tell us about some of the potential risks that you might experience as a result of your new actions. Describe how you might respond to them and use this learning to adapt your social innovation. Describe how the system might attempt to hold the problem in place and not allow for your intervention. You may want to consider how rules, relationships and values will impact whether your intervention is taken up at this new scale.

(c) Collaboration (1,500 characters)

Who are you currently partnering with? Who else do you intend to include in the development process? How are people affected by the issue involved?

List your community and cross-sector partners and describe the extent to which you are collaborating with them on this specific project. Indicate whether these collaborations are confirmed or still in development. Describe how people in the community who are affected by the issue are involved in the project, and their specific roles at various stages within the project. Be specific. Finally, describe the nature and origins of the relationship between the Applicant and Intermediary organizations, if an Intermediary is involved.

(d) Monitoring and Evaluation (1,500 characters) – **asked at stage 2**

How will you assess your progress towards the anticipated outcomes? How will you incorporate what you are learning into the ongoing development of the project?

Describe, in detail, how you intend to evaluate the progress and outcomes of your project. How will you know whether you're successful? How will you reflect on what you're learning and incorporate it into the ongoing development of the project? Are you planning to conduct a formal evaluation? What evaluation tools will you use? (e.g. pre-and post-participant surveys or feedback forms, anecdotal information from participants, record of participation, etc.)

(e) Shared Learning and Knowledge Exchange (1,500 characters) – **asked at stage 2**

How will the knowledge generated by this project be shared with others?

Describe your knowledge exchange plan including presentations and publications, as well as reporting to partners and community. Be specific. For example, if you plan to share the results at a community dialogue, then how often will it occur, and who is the audience; if at a conference, then indicate the name of the conference and when it will take place.

(f) Sustainability (1,500 characters) – **asked at stage 2**

If funding is awarded, how will you continue the work of this project once the grant ends?

If you think the project will continue past the duration of the funding requested, then tell us how your organization will continue to support it in future years.

(4) Public Statement

Vancouver Foundation shares excerpts from approved grants on our website and with our donors and Board of Directors. We might also share your proposal with other funders or external reviewers that we think may have valuable insight into your work (such as your local community foundation). Many people do not have a background in your area of expertise and so please use plain, compelling language (avoiding jargon) to write a paragraph that answers the following questions.

(a) Project Description (700 characters)

What is the pressing issue that your project is trying to address? Why is addressing this meaningful? How will you influence or change the systemic behaviours behind this issue by scaling your response?

Project Timeline – Test and Scale grants (stage 2 only)

APPLICANT ORGANIZATION INTERMEDIARY ORGANIZATION PROJECT DETAILS **PROJECT TIMELINE**

Please describe the proposed activities for this project. Provide as much detail as possible for a realistic projection of your activities.

The project details, project timeline and budget sections of the application should all describe the same project, in different ways.

Example:

TIMELINE	KEY STEPS	PERSON RESPONSIBLE
January 2018 – mid February 2018	Facilitate community dialogues	Jane Smith, Instructor
March 2018	Outreach/recruit community team	Project Assistant (TBD)
April 2018 – June 2019	Conduct environmental scan and meetings with government officials and local staff of housing organizations	Sheila Thomas, Marketing Coordinator

Click the “Update Project Timeline” button. A new window appears in your web browser.

Click the **+** button in each section to add a row. You can add and include up to ten rows within the table. You can remove a row by clicking the **X** at the end of the row.

Within each row, describe the timeline, key steps and the person responsible for each major milestone of your project. There is a maximum 500 characters allowed in each field, and you can resize the text fields by grabbing and moving the bottom right-hand corner.

Click the “Save” button at the bottom of the new window to save your work in progress.

Click on the “Close” button when you're finished entering the information. (You can save, close and return to the table later.) The new window will disappear and you will be returned to the main application page.

Click the “Save My Work” button at the bottom of the main application in order to populate the Project Timeline summary table. You can click on the “Update Project Timeline” button again at any time to add to or to revise the summary table.

Project Budget – all grant types

Project budgets must be balanced and the expenses must reflect the real, incurred costs associated with the project.

(a) How many years will the requested amount be spread out over?

Select the number of years that the project will run and that funding is required for and then press “Save My Work". Your selection determines how many columns appear in the budget template.

The duration of the project should equal the duration of the funding request. For example, you can’t request 3 years of funding for a 1-year project. However, if you’re planning a 3-year project and are only requesting 2 years of funding, then select 3 years. This will allow you to describe the project activities and expenses in the third year but not require you to request funding from Vancouver Foundation in the third year.

- Click the “Enter Budget” button. A new window appears in your web browser.
- Click the “Save” button at the bottom of the new window to save your work in progress.
- Click on the “Close” button when you're finished entering the information. (You can save, close and return to the table later.) The new window will disappear and you will be returned to the main application page.
- Click the “Save My Work” button at the bottom of the main application in order to populate the Budget Summary table. You can click on the “Enter Budget” button again at any time to add to or to revise the summary table.

(1) Revenue

There are four sub-sections available for you to list your sources of revenue. The first section is reserved for your request to Vancouver Foundation. The next two sections allow you to list the cash and in-kind contributions that your organization – and the other organizations you’re partnering with – is contributing to the project. The final section allows you to list the contributions you are soliciting (or have secured) from other external funders.

- Click the **+** button in each section to add a row. You can add and include as many rows as you need. You can remove a row by clicking the **X** at the end of the row.
- List each anticipated source of revenue, and indicate the amount requested per year from each source.
- Indicate the amount that is confirmed for each source at the time of application. Please provide the name and telephone number/email of each funding contact.

- In-kind contributions relate directly to real, anticipated and essential expenses in the project budget (that is, they should be project expenses as well). In-kind contributions can be in the form of cash-equivalent good or services, which, if not donated, would have to be purchased with project funds. In-kind contributions can also include the time of paid staff within all partnering organizations who are participating in the project, as long as their involvement is not considered to be volunteer time. In some cases, the partners may provide specialized skills and advice or access to special equipment, space, data sets, etc.[12]
- Categorize the source of external funding. Use "Other" if the available category types don't describe the funding source accurately.
- The revenue figures you enter are summarized automatically at the bottom of the table.

Vancouver Foundation must be confident that the project can be successfully completed and that all necessary resources are available before we will release funds for approved projects. When additional funding or in-kind contributions are required and are still pending, it is our practice to approve a grant on the condition that sufficient funding is obtained before proceeding.

(2) Expenses

There are two sub-sections available for you to list the entire range of expenses you have. The first section allows you to list the expenses associated with the administrative and operational processes of your project; the second section allows you to list the expenses associated with community participation and knowledge dissemination.

- Click the **+** button in each section to add a row. You can add and include as many rows as you need. You can remove a row by clicking the **X** at the end of the row.
- Categorize and describe each expense. Use "Other" if the available category types don't describe the funding source accurately.
- List the costs per year for each expense and then, under the Total Requested from VF column, indicate how much of the total cost for this expense is requested from Vancouver Foundation.
- Provide a justification for each expense. (e.g. the need for community co-ordinators, professionals, their specific duties and pay scales, etc.)
- **Note:** Vancouver Foundation is a certified Living Wage employer, and we encourage and support community groups to end low pay in the non-profit and charitable sector by offering living wages to all paid positions within their projects. There are many different Living Wages in British Columbia. Please refer to the Living Wage Statement on our website for more information.

[12] Adapted from Social Sciences and Humanities Research Council. http://www.sshrc-crsh.gc.ca/funding-financement/policies-politiques/cash_inkind-especes_en_nature-eng.aspx

Example of a 1-year revenue budget

Revenue

List each anticipated source of revenue, and indicate the amount requested per year from them. Under the Confirmed column, indicate the amount that is confirmed for each source at the time of application. Provide the name and telephone number/email of each funding contact.

Section 1: Vancouver Foundation

Name	Year 1 Requested	Total
Vancouver Foundation	$100,000.00	$100,000.00

Section 2: Partners' Contributions (cash)

Name	Description	Year 1 Requested	Total	Confirmed Amount	Contact Name	Contact Phone or Email
Applicant Organization	program budget	$10,000.00	$10,000.00	$10,000.00	CFO	(555) 123-4567
Intermediary Organization	event registration fees	$1,000.00	$1,000.00	$0.00	Project Coordinator	(555) 123-4567
Partnering Organization	contribution	$5,000.00	$5,000.00	$5,000.00	Development Officer	(555) 123-4567

Section 3: Partners' Contributions (in-kind)

Name	Description	Year 1 Requested	Total	Confirmed Amount	Contact Name	Contact Phone or Email
Applicant Organization	staff participation	$25,000.00	$25,000.00	$25,000.00	HR Director	(555) 123-4567
Applicant Organization	administrative support	$5,000.00	$5,000.00	$5,000.00	CFO	cfo@org.example
Intermediary Organization	staff participation	$25,000.00	$25,000.00	$25,000.00	Executive Director	(555) 123-4567
Partnering Organization	meeting rooms; van	$2,500.00	$2,500.00	$2,500.00	Program Manager	pm@partner.example
Corporate Sponsor	cell phones & tablets	$5,000.00	$5,000.00	$5,000.00	Sponsorship Manager	(555) 123-4567

Section 4: External Funding

Name	Funder Type	Year 1 Requested	Total	Confirmed Amount	Contact Name	Contact Phone or Email
Family Foundation	Private/Family Foundat	$10,000.00	$10,000.00	$0.00	Grant Manager	(555) 123-4567
The City	Government (any level)	$10,000.00	$10,000.00	$0.00	Planning Director	director@city.example
Corporate Sponsor	Business/Corporation	$2,500.00	$2,500.00	$2,500.00	Sponsorship Manager	(555) 123-4567

Revenue Summary

	Year 1	Total	Confirmed Amount	Percent
Vancouver Foundation	$100,000.00	$100,000.00		50%
Partners' Contributions (cash)	$16,000.00	$16,000.00	$15,000.00	8%
Partners' Contributions (in-kind)	$62,500.00	$62,500.00	$62,500.00	31%
External Funding	$22,500.00	$22,500.00	$2,500.00	11%
Total Revenue	$201,000.00	$201,000.00	$80,000.00	

Example of a 1-year expense budget

Expenditure

Instructions:

1. List the expenses for the entire project, and not just the portion that will require Vancouver Foundation funding.
2. List the major types of expenses under each section, using the drop-down lists. It's best to separate some expenses out (such as salaries for different people) so that we understand the breadth of the project; however, there's no need to get too granular.
3. Specify the amount of Vancouver Foundation that you plan to allocate against any expense. Vancouver Foundation typically funds a proportion of a project's total budget and so there's no need to spread its funding out against all expenses listed.

Section 1: Project/Administrative Expenses

Expense Type	Description	Year 1 Costs	Total	Total Requested from VF	Percent Requested from VF
Salaries	Program Manager	$72,500.00	$72,500.00	$35,000.00	48%
Salaries	Outreach Coordinator	$57,500.00	$57,500.00	$22,500.00	39%
Professional Fees	event logistics	$15,000.00	$15,000.00	$10,000.00	67%
Equipment	cell phones & tablets	$5,000.00	$5,000.00	$0.00	0%
Administration and Leg	insurance / accounting	$7,500.00	$7,500.00	$1,500.00	20%
Evaluation	evaluators / reports	$20,000.00	$20,000.00	$20,000.00	100%

Section 2: Participation/Community Engagement Expenses

Expense Type	Description	Year 1 Costs	Total	Total Requested from VF	Percent Requested from VF
Honorariums	Elder welcome (x 2)	$1,000.00	$1,000.00	$1,000.00	100%
Travel and Accommoda	Van to pick up participants	$6,000.00	$6,000.00	$1,500.00	25%
Rentals and Equipment	Community rooms	$1,500.00	$1,500.00	$0.00	0%
Catering	$750 (x2)	$1,500.00	$1,500.00	$1,500.00	100%
Publicity	postering and notices	$1,500.00	$1,500.00	$1,000.00	67%
Bursaries and Stipends	youth stipends ($50 x 200)	$10,000.00	$10,000.00	$5,000.00	50%
Childcare	attendants (x2)	$2,000.00	$2,000.00	$1,000.00	50%

Expenditure Summary

	Year 1	Total	Vancouver Foundation	Vancouver Foundation
Project Expenses	$177,500.00	$177,500.00	$89,000.00	50%
Participation Expenses	$23,500.00	$23,500.00	$11,000.00	47%
Total Expenses	$201,000.00	$201,000.00	$100,000.00	50%

Supporting Documents – Test and Scale grants (stage 2 only)

‹ CT DETAILS PROJECT TIMELINE PROJECT BUDGET **SUPPORTING DOCUMENTS** ›

The following documents are an important part of your application. Required documents are indicated with an asterisk and must be uploaded before you are able to submit.

Note: Only Word or PDF documents will be accepted. Do not use symbols or special characters in your file name. The document file size limit is 5 MB.

(a) * Audited financial statements for last completed fiscal year

Submit a full financial statement (preferably audited) for each organization's most recently completed fiscal year, including any statement of accumulated surplus or deficit (e.g. balance sheet). If you do not have audited financials, then please submit the most recent year-end financial statements.

(b) * Operating budget for the current fiscal year

Submit each organization's current fiscal year operating budget.

(c) * List of Board of Directors or Senior Governance Body of each organization

Attach a list of each organization's Board of Directors, including their names and positions. If your organization does not have a Board of Directors, please include information for an equivalent senior governance body. We do not require information that may be considered confidential, such as home mailing addresses or telephone numbers for your Board.

(d) * Letters of support (maximum 3)

You can include up to three letters from organizations that are working with you on this specific project or have endorsed your project (e.g. other funders; and community members who support your initiative, etc.). These letters should demonstrate genuine knowledge of and/or involvement with your project and be unique from one another.

Terms & Conditions (all grant types)

PROJECT TIMELINE | PROJECT BUDGET | SUPPORTING DOCUMENTS | **TERMS & CONDITIONS**

* Please review and agree to the final Terms and Conditions.

☑ I agree to the following terms and conditions:

- Vancouver Foundation will not assess an incomplete application.
- Vancouver Foundation may elect to assess only one application if more than one application is submitted on behalf of the same Applicant Organization.
- Vancouver Foundation requires grantees to openly license materials created through our grant funding (reports, videos, curriculum, and the like) under a Creative Commons Attribution license. For more information and exceptions, please refer to Vancouver Foundation's Open Licensing Policy.[13]
- All information and ideas submitted remain the intellectual property of the Applicant Organization. The Applicant Organization provides Vancouver Foundation the non-exclusive license to share or adapt the submission as part of our grant-making process, including sharing this application with community advisors or other funders at our sole discretion. A list of approved grants[14] is made public on Vancouver Foundation's website.
- The information provided in this application is true, accurate and complete (to the best of my knowledge).

Validate and Submit (all grant types)

The final step in the application process is to validate and submit the information.

The "Validate and Submit" button performs a final validation of your application form before it is submitted. This action will check to see that all the mandatory fields are filled out and that your budget is balanced.

A list of errors will appear at the top of the screen if there are any. Click on each item in the list to be taken to the area in the application form where the error occurs.

Please correct the following errors and try again.

- Required Updates cannot be empty.
- Who is the Project Contact at the Applicant Organization? cannot be empty.
- Is the Executive Director/President/CEO information above accurate? cannot be empty.
- Confirmation of Executive Director/President/CEO's signing authority cannot be empty.

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[13] https://www.vancouverfoundation.ca/our-work/initiatives/open-licensing-initiative/open-licensing-policy

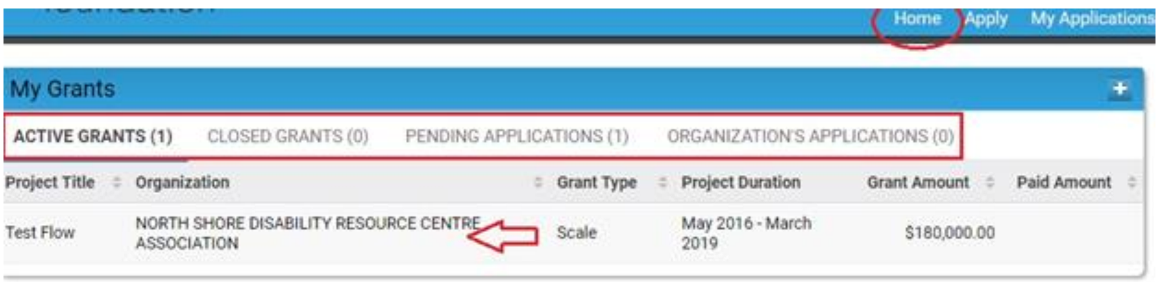
[14] https://www.vancouverfoundation.ca/grants/search-grants

After you submit an application

Once you have successfully submitted an application, you will not be able to make any changes online; however, you can still login and view your application or print a copy for your records.

Whenever you log into the online system, you're taken to the "Home" screen. Within this portal, you can see all applications you're associated with in the "My Grants" section. Click on the "Active", "Closed" and "Pending" tabs to see applications with these statuses.

The "Organization's Applications" tab allows you to see all the grants that other people have submitted on behalf of the organization you're associated with. Click on any listed item to open the entire record.


Home Apply My Applications

My Grants

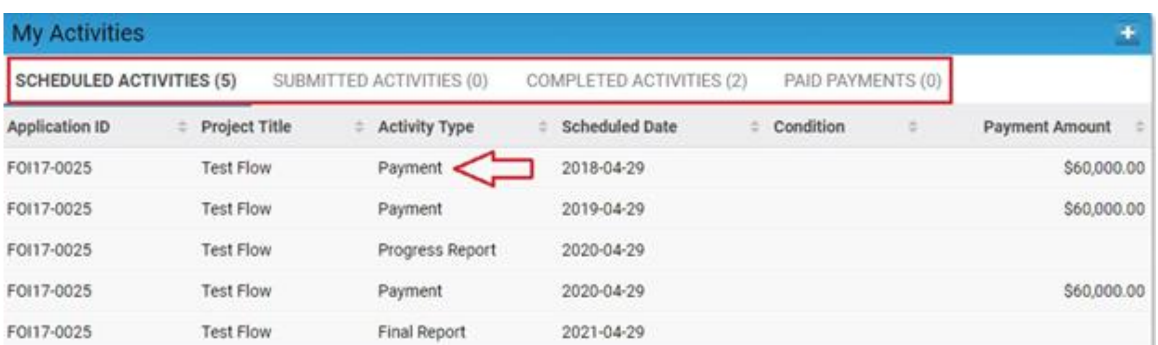
ACTIVE GRANTS (1) CLOSED GRANTS (0) PENDING APPLICATIONS (1) ORGANIZATION'S APPLICATIONS (0)

Project Title	Organization	Grant Type	Project Duration	Grant Amount	Paid Amount
Test Flow	NORTH SHORE DISABILITY RESOURCE CENTRE ASSOCIATION	Scale	May 2016 - March 2019	$180,000.00	

The "My Activities" section lists all of the actions that you're associated with. The "Scheduled Activities" tab lists all of the upcoming activities associated with the Project Contact. This is also the area where you'll see communication requests from Vancouver Foundation staff.

The "Submitted Activities" tab lists the ones that are still in progress, and the "Completed Activities" tab lists all the actions that are finished.

The "Paid Payments" tab lists all of the payments that Vancouver Foundation has made to the Applicant Organization for grants that list you as the Project Contact.

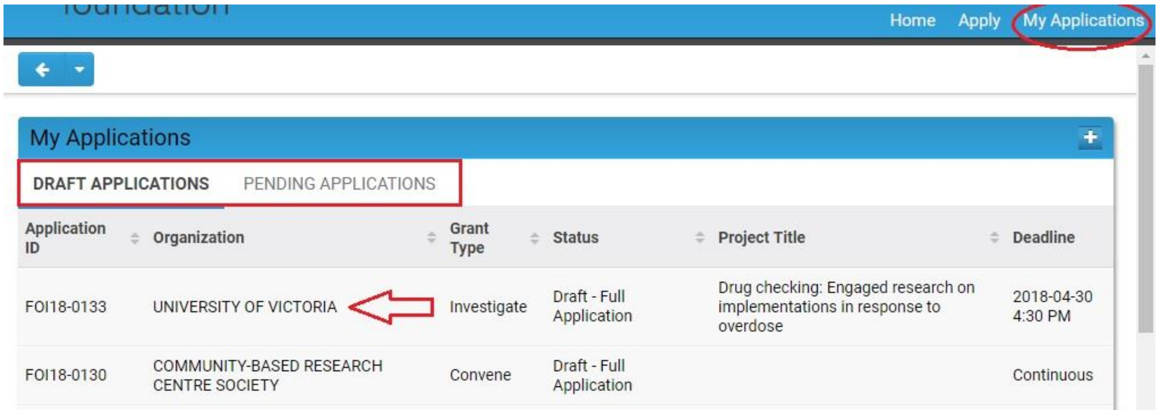

My Activities

SCHEDULED ACTIVITIES (5) SUBMITTED ACTIVITIES (0) COMPLETED ACTIVITIES (2) PAID PAYMENTS (0)

Application ID	Project Title	Activity Type	Scheduled Date	Condition	Payment Amount
FOI17-0025	Test Flow	Payment	2018-04-29		$60,000.00
FOI17-0025	Test Flow	Payment	2019-04-29		$60,000.00
FOI17-0025	Test Flow	Progress Report	2020-04-29		
FOI17-0025	Test Flow	Payment	2020-04-29		$60,000.00
FOI17-0025	Test Flow	Final Report	2021-04-29		

Clicking on the “My Applications” menu item in the top right-hand corner takes you to a listing of the “Draft Applications” that you have started, but not submitted, as well as the “Pending Applications” that you’ve submitted and that are still in review.

Click on any listed item to open the entire record.



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