

# Community Team & Directed Funds Plan



The Town of Golden and the Kicking Horse Country community has the opportunity to build a Community Team and eventually access CBT's Community-Directed Funds program. This Analysis is intended to explain the community's challenges, opportunities and impact to local citizens, stakeholders, funders and government officials.

*This summary was prepared by Ryan Watmough MBA, in October 2014.*

## Executive Summary

One of many funding programs from CBT, the Community-Directed Funds (CDF) program is intended to represent a partnership with local government (and citizen participation) to support the delivery of CBT's Community Development Program funds in a sub-region.

In order for the Golden & Area A community to eventually secure these funds (\$200,000/year in 3 year contracts), the community must show cooperation to plan, set priorities and allocate funds for the betterment of the sub-region as a whole.<sup>1</sup>

An empowered collaborative governance body, known as a CDF Committee (and holistically referred to as a "Community Team"), will meet these CBT requirements and ensure broad and balanced representation from local community groups, thereby aiding in improved decision-making, collaboration and resource allocation.

## Background

Since 1998, the CSRD has deferred the administration of CBT's Community Initiatives & Affected Areas Program (CIP/AAP) to the Town of Golden. In turn, the Town has then created a Select Committee of Council (CFLSC) to adjudicate the grant applications and award ~\$268,000 in ~18-25 grants from \$5,000 up to \$90,000. The Town contracts an administrator at 5% of the program's value to execute this program (not counting staff time).

On the other end of the spectrum, CBT's Community Development Program (CDP) is administered by the CBT Community Liaison (CL), who can approve project requests under \$10,000, while those above \$10,000 are evaluated by the CBT Board.

Inside, one finds CBT's 4-year Community Directed Youth Funds program, where a sponsoring organization engages a group of youth stakeholders and distributes funds for youth projects.

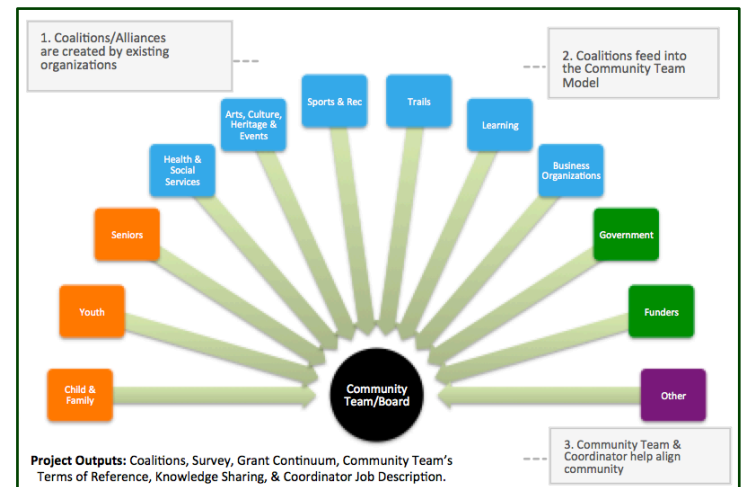
The CDF program is intended to absorb a significant portion of the CL's CDP requests and allow each community to be more collaborative and strategic – stretching beyond government boundaries – with fund distribution. However, details of the revised CDF program will not likely be known until June 2015<sup>2</sup>.

## Impetus

In 2013, the Golden's Town Council eliminated their Grant In Aid (GIA) program and reallocated those funds to a "social coordinator" function in the hopes that the funds would still support the non profit sector and ensure a strategic approach.



In parallel, Golden Community Resources Society (GCRS) has been bringing community groups together with the hopes of creating a Community Team to improve holistic decision-making and resource-allocation. This Team could become the Committee and could include the responsibility of adjudicating the CIP/AAP (currently through the CFLSC).



## CDF Guiding Documents

Each CDF community has prepared four documents, which include:

1. Community Priorities Plan (~20 pgs)

<sup>1</sup> Regional District of East Kootenay, <http://www.rdek.bc.ca/>, 2014.

<sup>2</sup> Katherine Hamilton, October 14<sup>th</sup>, 2014, phone interview

2. Committee Terms of Reference (14 pgs)
3. Program Overview (1 pg)
4. Project Information Form (2 pgs)

The Priorities Plan can be compared to a short OCP; where residents have been consulted and a holistic vision, mission and values of the community are created – beyond the government boundaries. The resulting Plan clearly and openly outlines the priorities of the community and the use of the program funds.

The Terms of Reference ensure that the Committee, with diverse stakeholders, has a clear and achievable mandate.

The Program Overview is intended as a public-facing document, which outlines the role of the CDF.

Community groups who wish to make a project contribution toward the Priorities Plan can complete a Project Information Form (following the general format of CBT’s Project Information Letter (PIL)), which is then reviewed by the Committee. Projects and allocations can be made for more than one year, which is unique for most granting programs and would help communities plan for their long-term needs.

### CDF Communities

The Regional District of East Kootenay (RDEK) is the leader in securing 3 CDF programs. Columbia Valley (ending August 2015), Elk Valley and Central East Kootenay have all produced the guiding documents are in the middle of their agreements. Additionally, Trail, Slokan and Creston are engaged in the CDF process.

It could be argued that communities that have this type of broad decision-making structure in place are well positioned for securing additional funds for large community projects (or when CBT increases its distribution of funds). This type of planning also helps bridge local government boundaries to identify significant community development issues and realize meaningful benefits.

### CDF Committees

There are a variety of models that are eligible for the CDF program, but all have a similar responsibility: they are a standing committee of the Regional District, under the authority delegated by the Regional District Board and in accordance with the Contribution Agreement between CBT and the Regional District.<sup>3</sup> Committee size varies between communities.

**Columbia Valley:** 8-10; comprised of the 5 Columbia Valley Directors and 3-5 members of the public.

**Elk Valley:** 8; 4 RDEK Directors and 4 members of the public, appointed by the Committee.

**Central East Kootenay:** 12; 6 RDEK Directors from the central sub-region, 1 representative from each of the ʔaq'am and Akan'kunik communities, and 4 Committee-appointed members of the public.

<sup>3</sup> RDEK, <http://www.rdek.bc.ca/>, October 2014.

Ultimately, the Committee model needs to fit the community’s government and development needs.

## Community Team Formation & Support

The Town of Golden’s *social development coordination* allocation could be used to plan the following guiding documents:

1. Community Team Terms of Reference
2. Community Priorities Plan

### Community Directed Projects

Golden & Area A, possible projects could include:

1. Economic development and planning
2. Flood or facility assessments or agreements
3. Master plan related to recreation or trails
4. New facilities or amenities (pool, rec plex, etc.)
5. Social or community planning and programs
6. Any other projects the Committee deems fit, according to the Priorities Plan and under the Terms of Reference.

### Community Team Administrative Support

As Gary Paget notes, a Community Team or “virtual governance” is “about joining up for mutual benefit.”<sup>4</sup> While engaged and capable volunteers may be available to guide the mutually beneficial grant funds, a key to the CDF’s success will be in the local administration.

In the RDEK, 10% of the CDF’s funds are allocated to administration. However, to ensure that strategic projects are completed, the RDEK can “build-in” cost recovery for internal project management.<sup>5</sup> Ultimately, across 3 CDF communities in the RDEK, this has resulted in approximately 60% of the workload (and funding) for the RDEK’s Special Initiatives Coordinator position (held by Andrew McLeod<sup>6</sup>). Planning costs and administrative overhead have added up to \$131,000; while the 3 committees have spent \$586,000 on their regional priorities. Central East Kootenay has followed the most pro-active approach in the distribution of funds (not requesting project proposals, but rather reviewing and pursuing existing tabled projects).

In Creston and Trail, the CDF is delivered by local non profits.

## Conclusion

The sooner that the Town of Golden & Area A Director takes steps to form a CDF Committee (Community Team), the sooner the community will benefit from the funding. The CDF can be a significant source of funds for the Golden & Area A community. However, the benefits of the funding may pale in comparison to the strategic value of an effective Committee (or Community Team), which will work to align, attract, and leverage many more resources beyond the annual CDF (and CIP/AAP) allocations.

<sup>4</sup> Gary Paget, October 17, 2014, phone interview.

<sup>5</sup> Wendy Booth, October 10, 2014, phone interview.

<sup>6</sup> Andrew McLeod, October 10, 2014, phone interview.